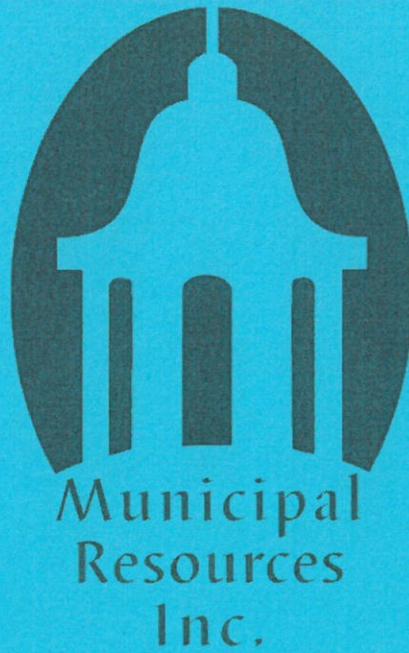


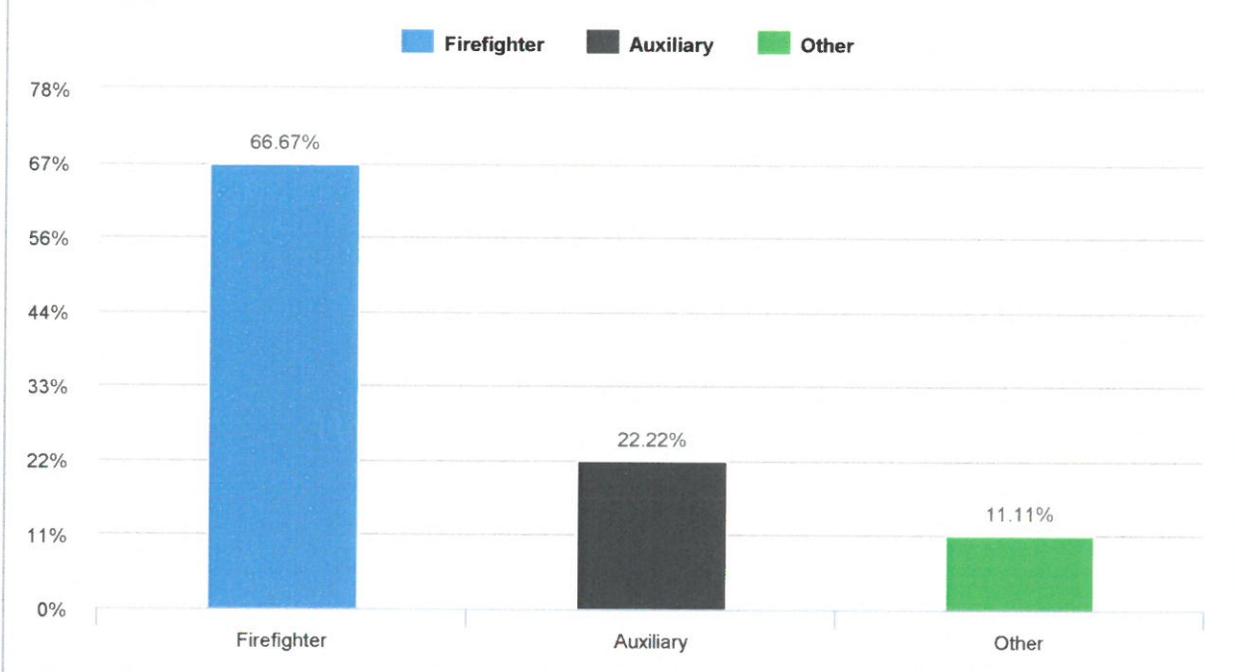
APPENDIX A



EMPLOYEE SURVEY WITH COMMENTS

Q1: My position with the department is:

All Respondents



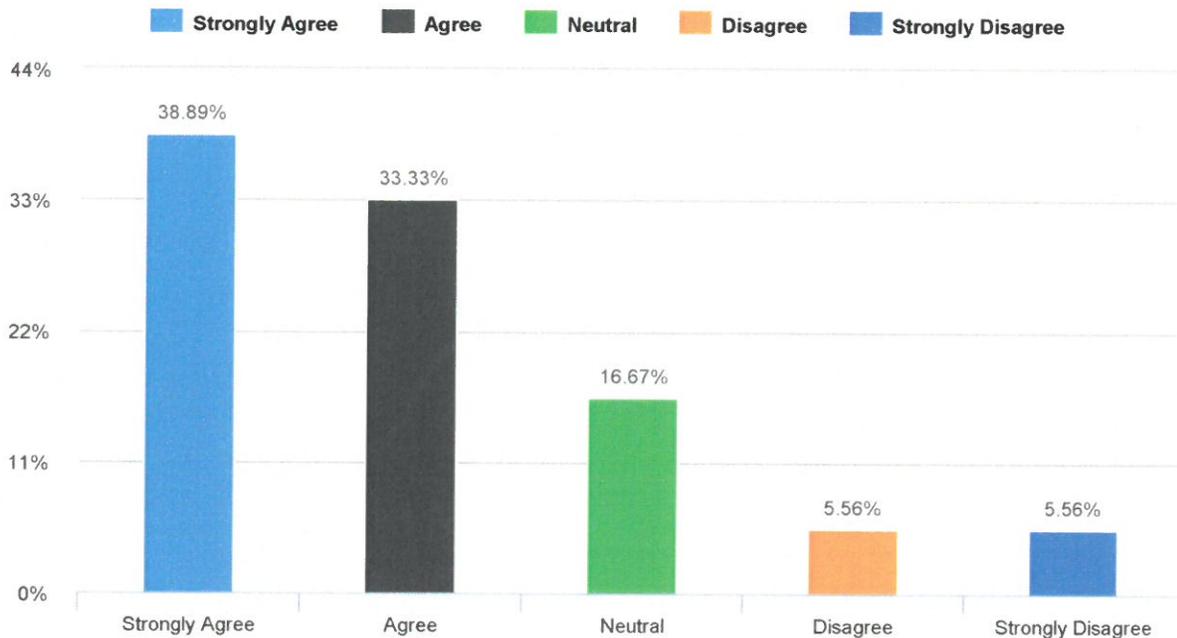
	Responses	Percentage
Total Responded to this question:	18	100%
Total who skipped this question:	0	0%
Total:	18	100%



EMPLOYEE SURVEY WITH COMMENTS

Q2: The facility where I work provides a clean and safe environment in which to deliver a professional level of service.

All Respondents



	Responses	Percentage
Total Responded to this question:	18	100%
Total who skipped this question:	0	0%
Total:	18	100%

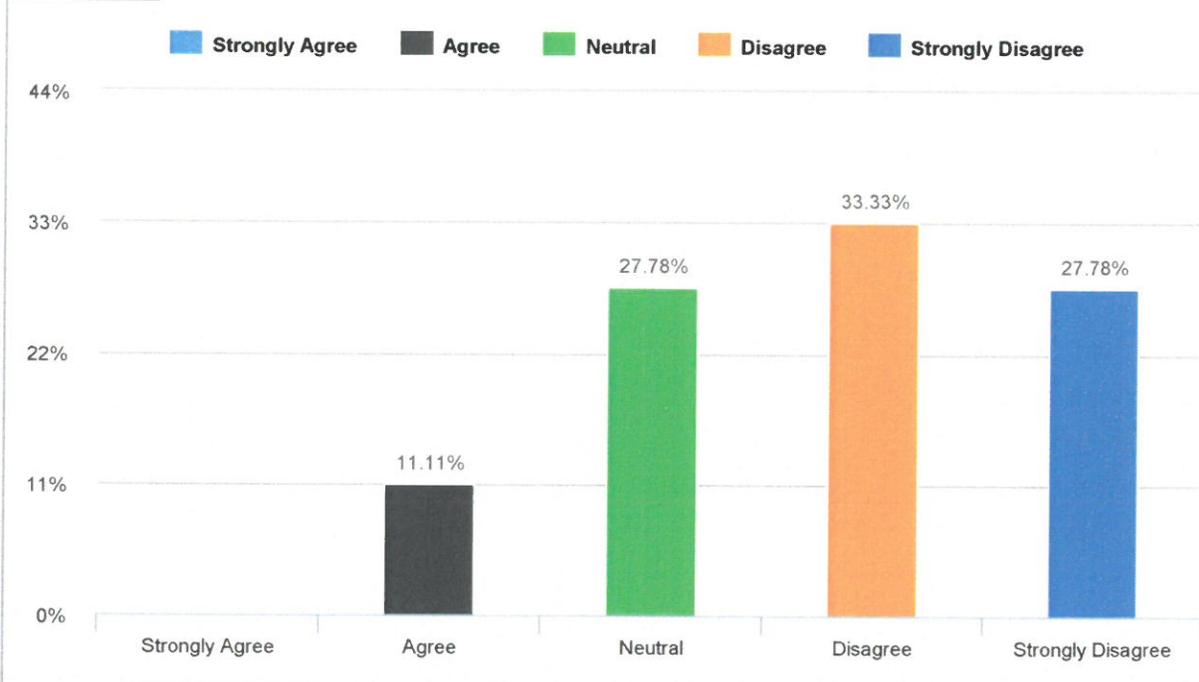
Additional Comments	
No.	Response Text
1	The town has historically been very supportive of the department.
2	Although the station is pretty packed to the rafters.. New, bigger quarters I could see in the not too distant future.
3	There are many improvements needed in this and other areas.
4	The station is a mess with old equipment stored everywhere and the bathroom is pretty unsanitary.
5	The station obviously is outdated and needs expansion to meet our current needs and those of the future.
6	Just in case this is not already tracked - my name is John Bakewell. I am very open with my opinions about the fire department. I believe we have been severely harmed by over several years by being overly secretive. I think this has happened as a consequence of an absolute hierarchical structure and an acceptance of a complete respect / loyalty norm - as obviously needed on the fire ground. I think this culture has allowed the department to mask enormous amount dysfunction for many years.
7	It is to small, the apparatus floor is overcrowded. The building is overcrowded. State fire code for exit widths are not maintained. You are not able to walk down the sides of some of the apparatus. It is a maze of hazards and potential injuries. As Fire Prevention officer my work space started on a windowsill in the lunch room on the first floor. When the Admin assistant was hired I was able to move 1/2 time to her desk in the meeting room. Eventually the capt. gave up his desk for me



EMPLOYEE SURVEY WITH COMMENTS

Q3: My department is a well-managed organization.

All Respondents



	Responses	Percentage
Total Responded to this question:	18	100%
Total who skipped this question:	0	0%
Total:	18	100%

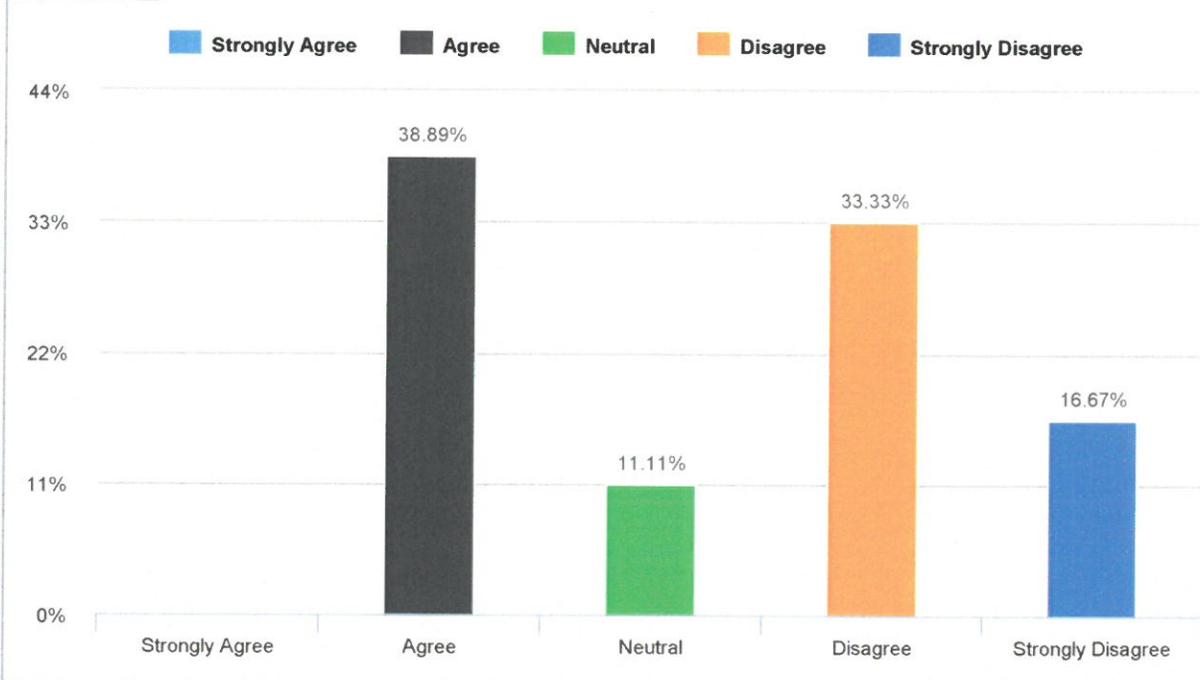
Additional Comments	
No.	Response Text
1	Management is insular and is rather dysfunctional. They don't work well with each other, let alone with the department. One issue is that upper management tends to believe they are running an organization of hourly employees, when it can be argued that the motivations and dedication of the members does not match that of hourly employees.
2	Though well intended the Chief and Deputy Chief have poor skills in regards to the leadership of department staff. The reason I did not put "strongly disagree" is because I do not believe that their actions are malicious.
3	Yes and no. I think the management has been struggling in recent years to keep up with the change in demographics in town. It used to be there was a steady- even a surplus pool of available candidates. Management could pick and choose. They never had to advertise or seek out candidates. That has totally changed and management has struggled to adapt. But kudos to C2 having secured 4 or 5 seemingly solid new members in the last year! An outstanding achievement in any year..
4	This department is run by the Deputy Fire Chief who does not place any value on members input. Things are done his way and those who do not comply often pay a steep price.
5	There isn't very much forward thinking management at all.
6	Leadership for training and calls is strong.
7	The Chief lacks a backbone when dealing with the Town. Most recent example, changing the noon time horn to 5 PM. The Deputy Chief, while quite knowledgeable, is a bully and control freak.
8	Flannery is completely disconnected from the rest of the department and appears to prefer that status. An enormous amount of functional management occurs independent of him. As best as I can tell he does not do anything more than keep the books.
9	Question is unhelpfully broad. Pros: - good training and chances for skill development - good oversight of technical issues (senior experienced people will check on and correct mistakes that dumb newcomers like me make) - good recruiting (recently) cons: - could broaden recruiting base. Why not female EMTs encouraged? - leadership personality clash: a very strong-willed, hard charging #2, with a #1 who is quiet and unassuming and doesn't like conflict. Both are skilled, valuable men, but who's in charge? That can mean lack of clear direction.
10	No the deputy is the boss. Nothing is allowed to happen without his approval. If you crossed him even buy accident it was remembered for decades. (I am not exaggerating). He would Hold a grudge for months. I saw many times when both junior officers and the chiefs orders were countermanded prior to the deputy speaking to them. You dared not follow the deputies orders.



EMPLOYEE SURVEY WITH COMMENTS

Q4: There is a high level of mutual respect across all ranks within the department.

All Respondents



	Responses	Percentage
Total Responded to this question:	18	100%
Total who skipped this question:	0	0%
Total:	18	100%

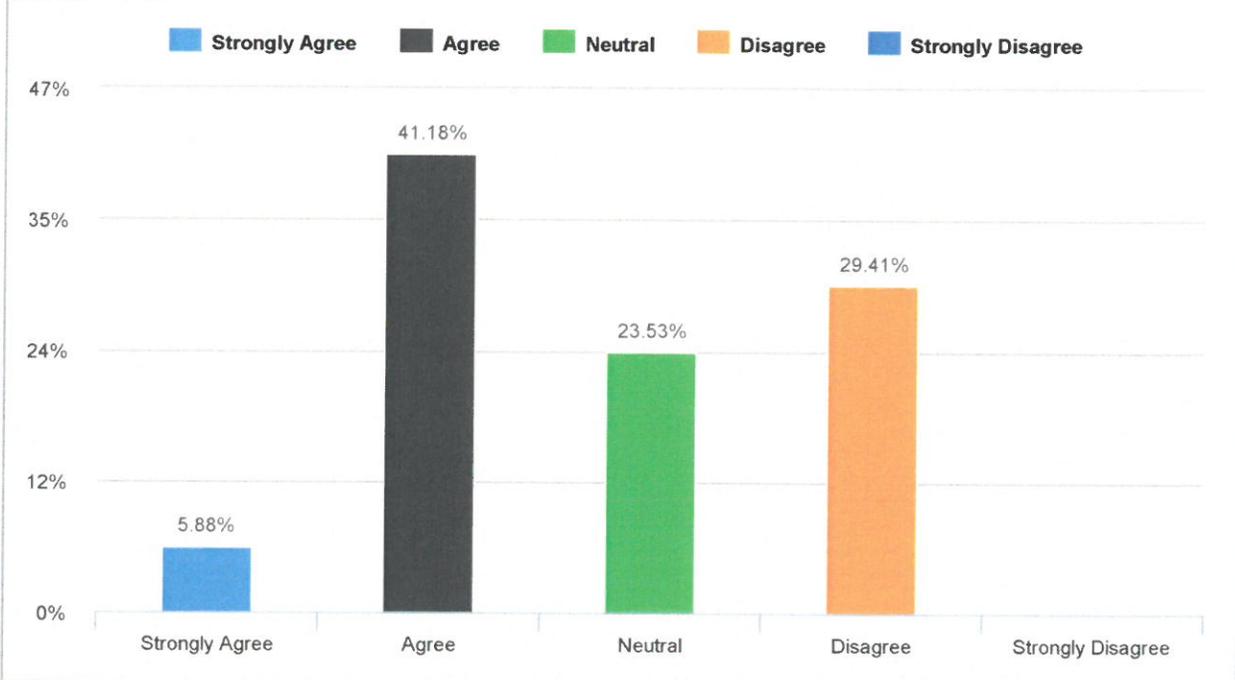
Additional Comments	
No.	Response Text
1	The membership gave up on a dysfunctional management a couple of years ago, and have been attempting to manage from below. Upper management has become an irrelevant nuisance, where we must often live with their decisions and approach, but it does not drive the department, and has been done in such a way that upper management does not even understand that they live in their own world. The membership is generally mature and can cope with these issues, and on the fireground the membership does show respect. There is also concern that the officers who are full time in another department do not have complete respect for the job we are doing.
2	Yes, except when it intersects with the Deputy Chief. The Deputy Chief is highly knowledgeable, but is not skilled in presenting his perspective in a respectful manner. I believe that this is due more to his personal style than anything intentional.
3	More or less. I think the natural condition will always exist where new members gain respect over time as they prove themselves. And I think generally most people are able to adjust there view of others where strong and weak points are noted in an individual and more or less accepted as given.
4	I believe there is a high level of mutual respect within the ranks of the majority of rank and file members.
5	There is a lot of friction between management and the rank/file. It's not a healthy environment.
6	I can respect the rank, but not the man in the case of the Chief and Deputy Chief.
7	I have issues with White. I think he can be a bully and definitely overzealous but I do think he's a very valuable member of the department. When he has asked my opinion on the department, largely in an attempt to get me to be more available, I tell him directly that I believe that Flannery is absolutely incompetent. White has told me, multiple times "I don't necessarily disagree" or cagey variations on that. So that lack of respect starts at the top. Koning, Svatek and Sorrows have absolute contempt for Flannery as best I can tell. There is a lot of mutual respect across the department - for example between Koning and Svatek but I have not detected any respect from anyone for Flannery. This results in a continual sense of being at drift. There is no "top".
8	See above
9	I feel that prior to my leaving there was no respect between the jr officers and the chief an deputy. See above. There will always be an hierarchy within the ranks, until a new member can prove himself. The more senior members will look after the new member, but when the shit hits the fan someone that has earned his place will be chosen to do the task first. This often upsets the jr members. They do not always realize it is because they just do not have enough experience to complete a task safely.



EMPLOYEE SURVEY WITH COMMENTS

Q5: I receive the support and encouragement from my department that I need to be successful.

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

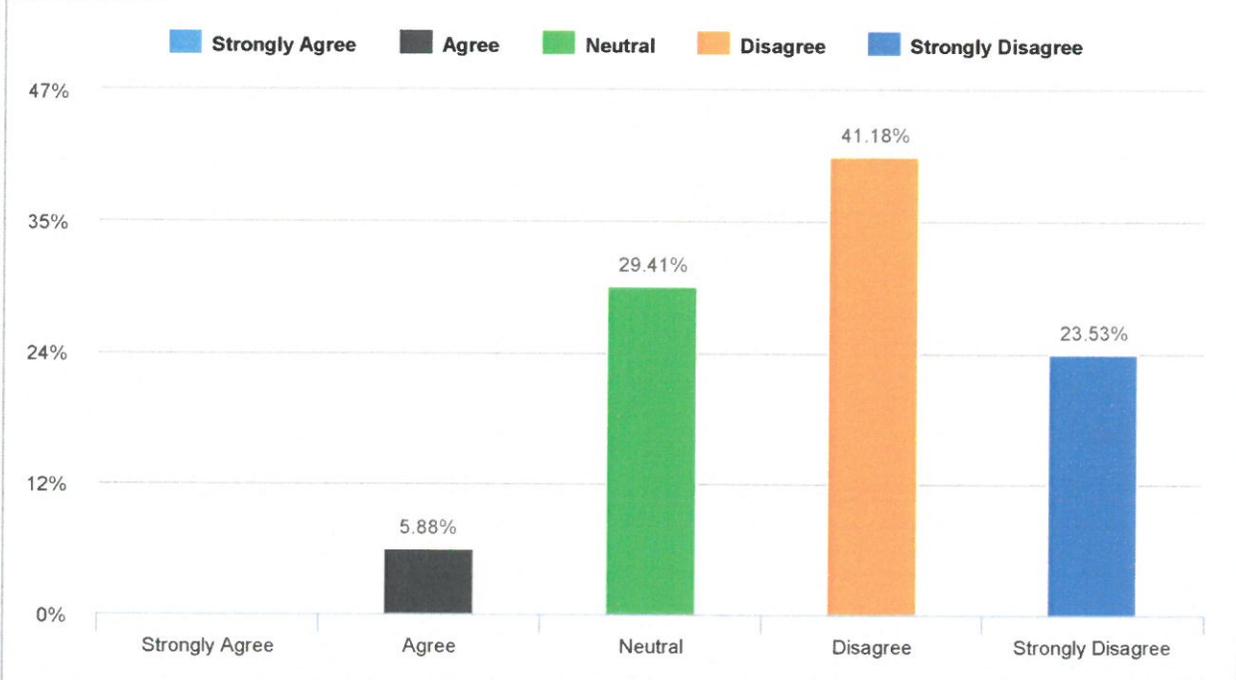
Additional Comments	
No.	Response Text
1	On a personal level, this is often the case but I have seen many other cases where this is not the case. Often issues are left until they explode and there is a knock down/ drag out meeting, often one sided.
2	This fire department runs on the dedication of the rank and file members. It seems that no one ever meets the expectations of the Deputy Chief.
3	We rarely get support or encouragement. We mostly are told what we've done wrong.
4	Too often the Chief and Deputy Chief come across as whining about low availability hours.
5	I've been on the department for 17 years and am reasonably comfortable with my status. My early years as a "regular" were brutal. I accepted this as a challenge and essentially "dealt with it" but in hindsight I believe my development could have been a lot more constructive.
6	It seems to improve over time, but initially not so much
7	At times this is correct but not always. It was always a crap shot depending on the deputies mood. Sometimes you got the support. But I was witness several times to the underhanded and demeaning ways they would work to get a person to quit after they had been appointed. This was very difficult for me to watch. I turned a blind eye many a time because I did not want them coming after me again.



EMPLOYEE SURVEY WITH COMMENTS

Q6: All department employees share in a common understanding of current goals and vision of the future.

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

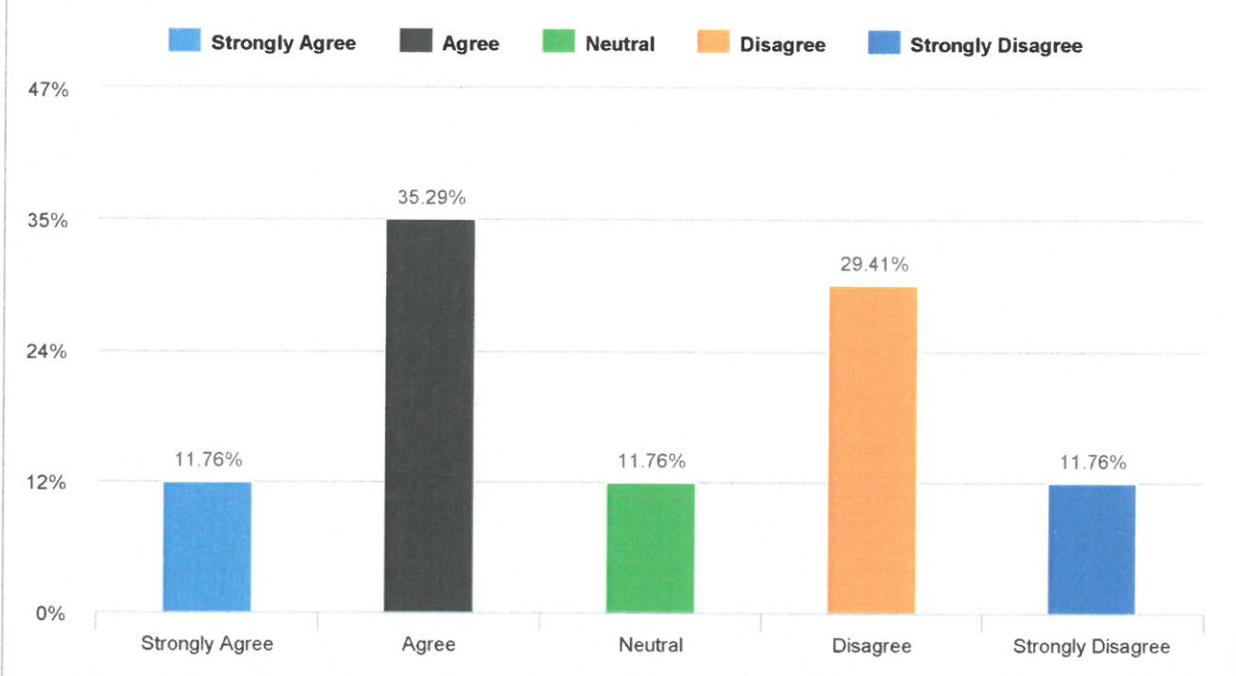
Additional Comments	
No.	Response Text
1	An insular and disfunctional management does not lead to this. We are pretty clear about the service we are providing and are all on the same page about how we will provide it. There is not a common understanding of the challenges going forward, what caused them, or what the solutions would be.
2	I am not aware that we have specific goals/vision beyond routine training.
3	Well, there are a lot of cooks in the kitchen at the moment, so the future direction seems up in the air.
4	I believe the majority of the members believe the prospect of keeping this a call department is bleak at best.
5	I don't think we've ever discussed our goals or vision.
6	I believe that everyone there wants to succeed and do a good job.
7	Most of the members believe that "on call" is the best arrangement for both the current members and the Town. There is a strong suspicion however that Flannery is expecting to and planning for a transition to full time. That ends up being a pretty central vision or goal and without cohesion on that big one the secondary goals don't count for much.
8	I think there is some disagreement among leadership, without resolution. Plus there are uncertainties about recruiting in the future.
9	There was no clear set of goals for the CFD. If there was a vision only the deputy knew it. Only recently were job descriptions put out. Most do not adequately describe the positions.



EMPLOYEE SURVEY WITH COMMENTS

Q7: Expectations for the performance of department members are made clear to all employees.

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

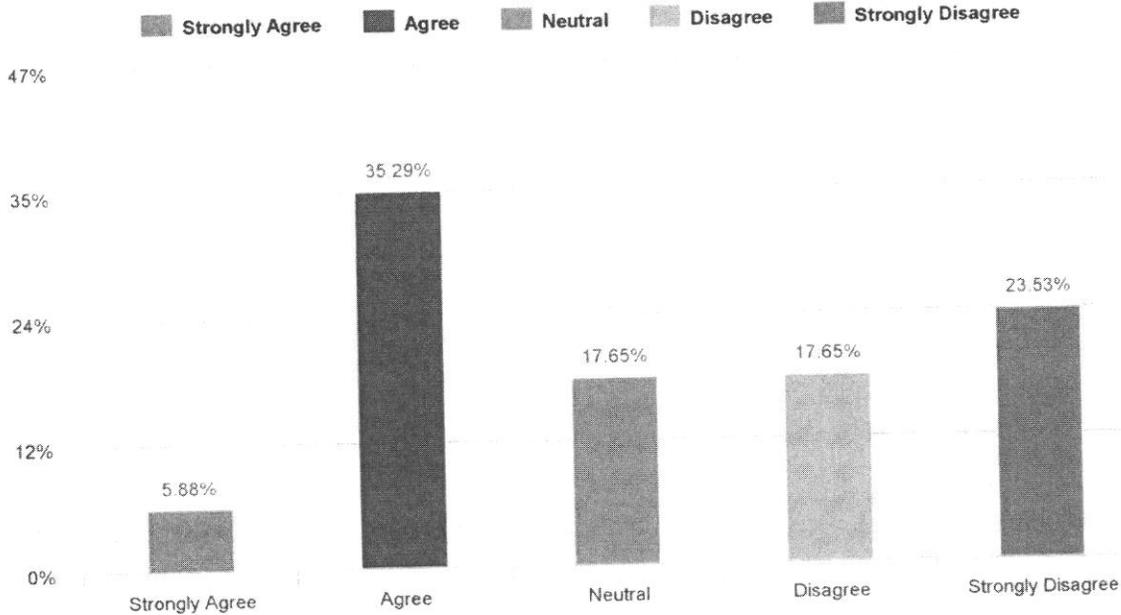
Additional Comments	
No.	Response Text
1	This is not always done in a productive way, and the bar for performance can often change. Regular reviews with individuals about expectations, opportunities, concerns and praise would go a long way to helping with this issue.
2	Standards for advancement are not clear. However, we do have a department manual, but at over 500 pages it is hard to navigate. Additionally, the material often contains errors and/or is written in a confusing manner.
3	Yes, but sometimes rule changes and SOG changes are made informally by C2 (he more or less runs the department) and get announced arbitrarily. This can be very confusing sometimes.
4	The Deputy Chief makes it clear at every meeting that anything less than perfection equals failure. I believe all members attend training exercises hoping not to be the one singled out for making the biggest mistake.
5	There are expectations set but they're so complicated I think few of us understand them or try to meet them.
6	The latest change in availability hours requirements was/is a joke. The Chief and Deputy Chief couldn't even get a "correct" version emailed out to everyone. It doesn't make sense and has never been fully explained to me, I have not asked for clarification. I have decided I will make myself available when I want to and not all the time I am in town as I used to do.
7	I think this is an area where White excels. He sets the tone for the department with regard to focus, intensity, communications, priorities etc. This comes from White; Flannery is irrelevant when it comes to setting performance expectations.
8	The chief and the deputy believe it is. But in reality nothing is clear. You could do the exact same thing at similar calls and be praised one time and read the riot act in front of the whole department next time. It got to the point that most members waited for orders because they are afraid there will be retribution later if they take any action prior to receiving an order. The Lt's were good with addressing problems. I heard them state many times criticize in private and praise in public.



EMPLOYEE SURVEY WITH COMMENTS

Q8: Internal discipline for policy and rule violations is administered in a fair and consistent manner.

All Respondents



Responses Percentage

Total Responded to this question: 17 94.44%

Total who skipped this question: 1 5.56%

Total: 18 100%

Additional Comments

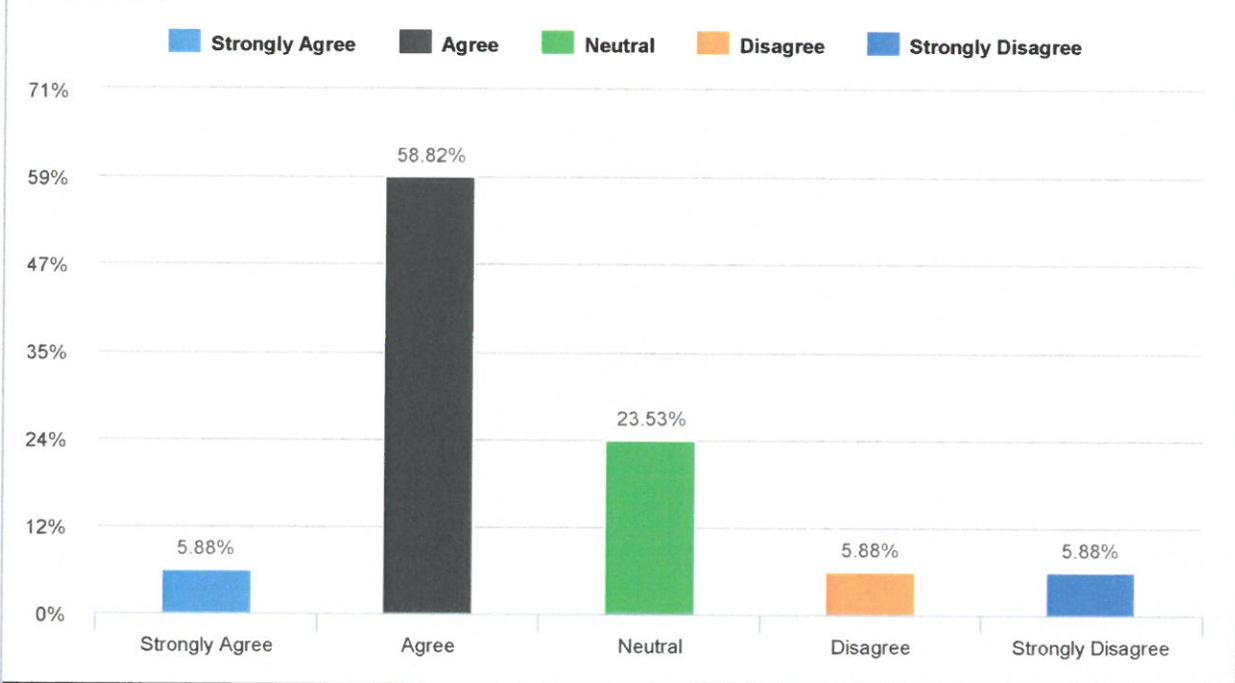
No.	Response Text
1	Often discipline is administered to "prove a point" rather than deal with the issue at hand, and is done based on the whims of a single individual.
2	Though I do not have direct experience in this area, it appears that favoritism is a factor in regards to how the Deputy Chief handles issues. It also appears that the Deputy Chief often makes decisions regarding issues without conferring and/or communicating with the Captain or Lieutenants.
3	Discipline is handed out by the Deputy Chief and the severity of it depends on how he feels about a member. It is a popularity contest for grown men.
4	Haven't seen any discipline.
5	I have never been involved in a disciplinary matter.
6	I don't think we have too many issues that require discipline [REDACTED]
7	There really is not a lot of rule violations on a practical level. I will point out that most members are uncomfortable with how Flannery handle [REDACTED] I thought Flannery's handling of Dennisons conflict with White and his subsequent quitting was absolutely pathetic.
8	Back a year ago, the Captain talked with me about a failure of pager discipline, in which I messed up by having my light on with pager off and didn't show for a call. I thought he was fair and reasonable, but clear and firm, and I sure have tried not to repeat it. That's my only experience with discipline. So I am not sure I have enough data for an informed opinion.
9	I am the only person ever suspended by the CFD. It was for violating the personal grooming policy. My hair was too long. While I was on written suspension, I responded to a call and drove a firetruck to the scene of a structure fire in our Lieutenants home the 4 of July. This was expressly forbidden by the written suspension. I expected to be fired. I was not. It was totally ignored. Again it all depends on how badly you pissed off the deputy. The more senior ff were sometimes given some leeway.



EMPLOYEE SURVEY WITH COMMENTS

Q9: I receive adequate training to perform my duties as a member of the department.

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

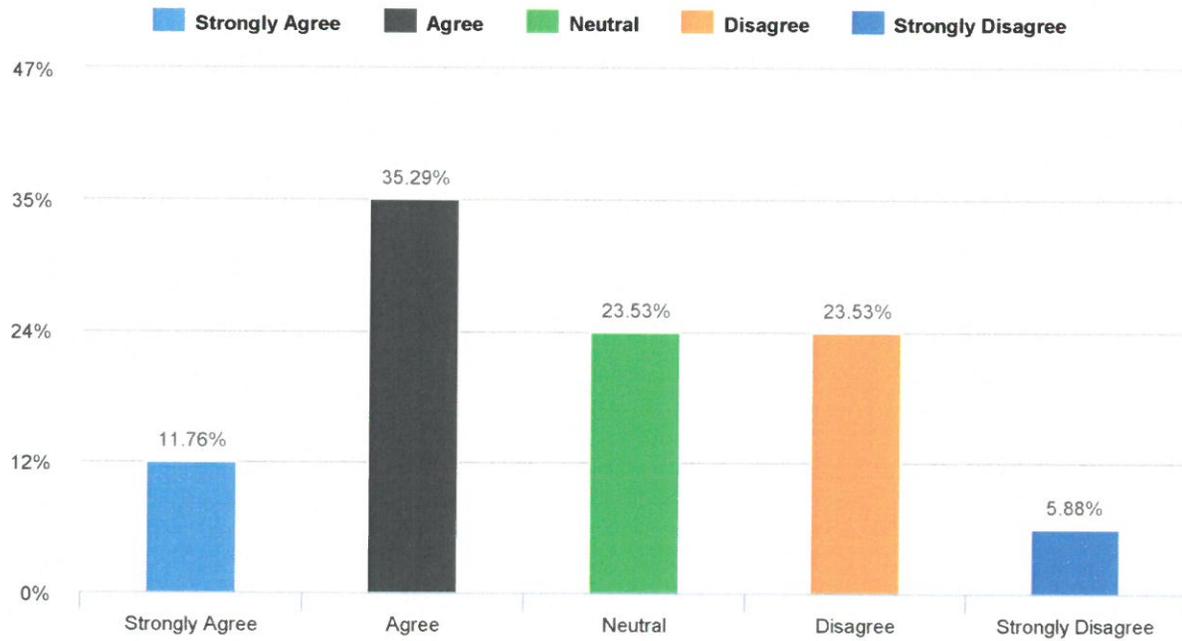
Additional Comments	
No.	Response Text
1	We take training seriously and it is well attended. Going to the academy for FF1/2 was very helpful. Our training could be greatly improved both by variety and mixing up who is doing the training. In addition, the training is often changed by the deputy at the last minute which throws off any planning or preparation that has been done. Allowing drills to include activities without officer supervision would greatly increase the amount of participation. We are very heavy on water supply training.
2	The CFD has members who have never been trained to drive any fire trucks many years after they have been on the department. This includes members who are graduates of the Massachusetts Fire Academy with FF I & II credentials. In actuality, Carlisle could have a full fire raging and have fie to eight members at the station waiting to respond as soon as someone arrives who is certified by the Deputy Chief as a driver. This is simply wrong and a disservice to the community.
3	A lot of our training is pretty good, especially that run by L2 or Capt Supple.
4	Officers work hard to provide solid and varied training.
5	Training is getting better but is suffering due to the absence of the Captain. The Deputy continues to micro manage too many aspects of training. When he isn't at training it seems to go smoother.
6	One of the things I have noticed regarding the solicitation of feedback from members is that it is always focused on training. It seems to imply that feedback on actual operations is simply off the table - for whatever reason. So for me the line between inadequate training and confusing, sub-optimal operations / procedures is very fuzzy. A good example is our response to master boxes or public buildings. We train on this frequently enough but we don't have current response plans detailing the positioning for the engines. We should have that - and it should include positioning in empty parking lots - like what we frequently encounter on Wednesday nights and during crowded times with limited mobility. I know for a fact that we have do not have a unified vision on where to position for St. Irene. Is that training?
7	Complicated. The training is good, and helps a lot. That applies to EMT training and to fire training, and to the external stuff they encourage us to go to. And it remains true that it is very hard for a call department to be as well prepared as a full time one. Part of me wishes we had training several nights a week, but I doubt it is possible with all the people that have full time jobs. I don't have a good proposal to change, but a call department is stuck between wanting people to be better trained, and wanting to keep the burden light enough that we don't drive everyone away. The very experienced guys (George, John Bakewell, Burt, the officers, especially L2) are invaluable there, cause every time you work with them you learn stuff, but it is a constant dilemma.
8	For the most part Yes we were adequately trained. And changes were being made were being made when I left. But there were things that were being taught at the Fire Academy that were completely ignored, or we were told that Carlisle had a better way. Safety on the training ground was basically ignored. An example is when we were doing live burns gasoline/diesel mix was used to start the burns. And evaluations were started prior to even basic safety pieces were in place sometimes.



EMPLOYEE SURVEY WITH COMMENTS

Q10: Training opportunities are distributed on a fair and equitable basis.

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

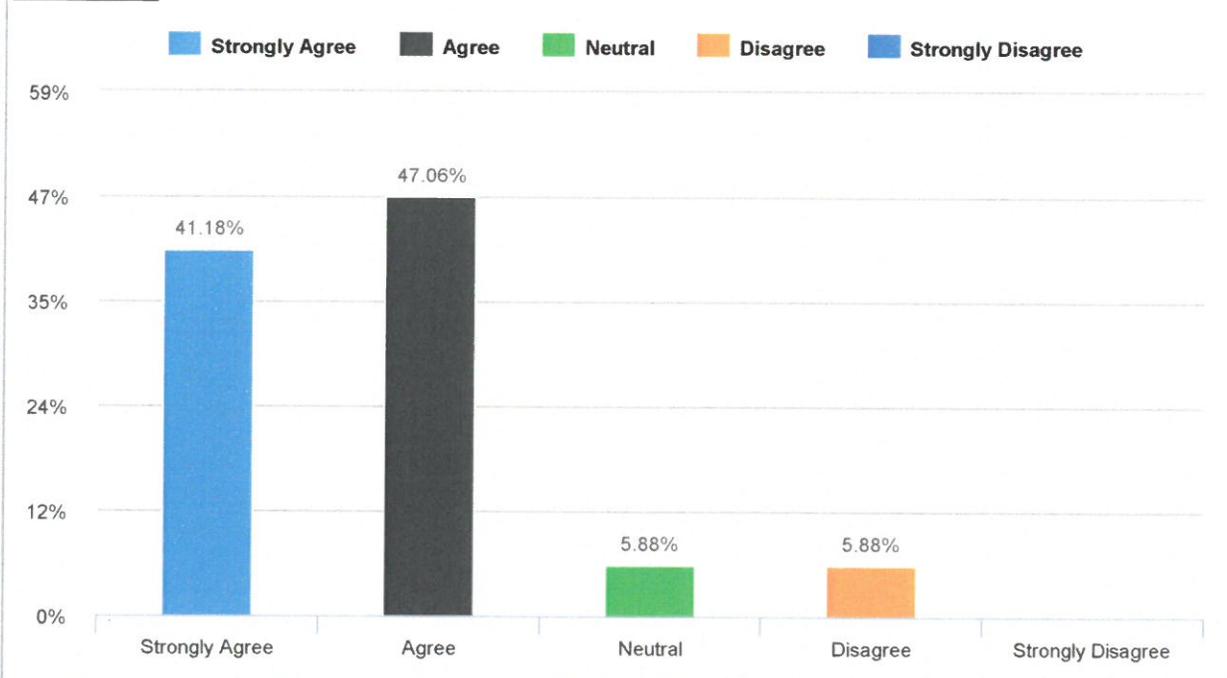
Additional Comments	
No.	Response Text
1	The deputy decides who can move forward, and this does not always seem to be based on fair and equitable reasons. In general, everyone participates in training. For many years, academy courses were discouraged, but that has changed somewhat in recent years. Informal training is almost nonexistent (coming for inspections of cisterns when being installed, building inspections, preplanning etc, or just unsupervised training on equipment is not allowed or discouraged.
2	The road to becoming a Regular needs to be standardized, written down, and made available to every member. Members are not encouraged from the outset to go for it, but rather it has been too long practiced the possibility of becoming a Regular has been controlled exclusively by C2- he decides who will or won't be without any formal process.
3	See # 9. This has long been one of the biggest faults with this fire department.
4	Typically those with the most experience get the most pump time, which doesn't make sense.
5	I think anyone could ask for and most likely receive permission or the opportunity to attend any relevant training.
6	The junior officers handle the assignments for training nights and they do a good job. The bigger issue is advancement from auxiliary to regular and this is not done fairly.
7	Certainly by the formal meaning of training. And, there are some guys who aren't staffed on the call companies, and I wonder if we couldn't do more to get them experienced (eg C. Farrow)
8	No the deputies favorites were always treated to any new training first. At times I was one of his favorites.



EMPLOYEE SURVEY WITH COMMENTS

Q11: I receive personal and professional satisfaction from my job with the department.

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

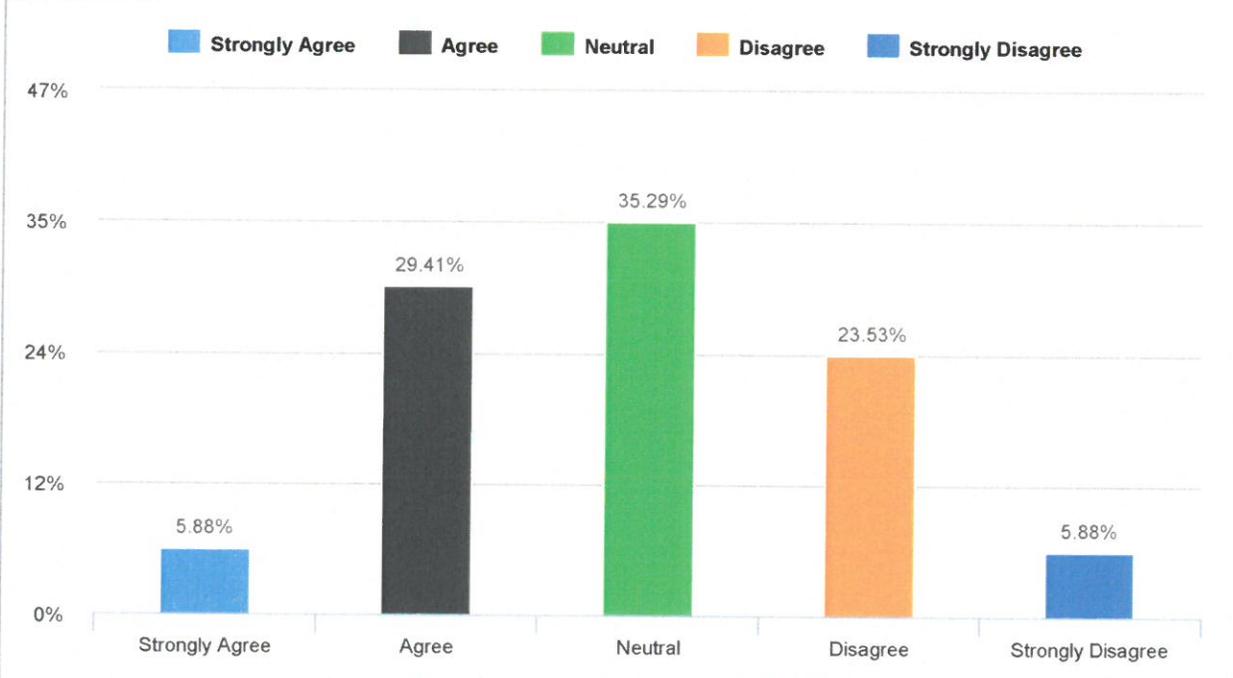
Additional Comments	
No.	Response Text
1	Ignoring internal issues - I feel that I am supporting our community and helping with the spirit and culture of the town. EMT work is especially rewarding in helping neighbors in their time of need.
2	I would strongly agree if the critique/feedback process focused first on our positive achievements rather than what we didn't do right or well for any given job. For too long, it has been a negative environment at the department. Many of us veterans have learned to live with that. Others have left the department over the years because of the negativity.
3	I do not let the conditions under which I work interfere with my personal mission to help people. I am certainly not alone in this.
4	I like helping others and the town.
5	I am proud of the level of service our department provides to Carlisle.
6	In my average EMT call I help. I make a difference. That is rewarding. The average fire call is an alarm investigation and they are generally a pleasant break from the day to day and I enjoy the other firefighters. The satisfaction comes directly from the job/public and coworkers. I get zero satisfaction enabling Flannery. I can't stand that part of the job. I do the other stuff in spite of his role.
7	I was with a great bunch of guys. Most women were driven out. They perform professionally, and with dedication. I miss working with them.



EMPLOYEE SURVEY WITH COMMENTS

Q12:I receive timely and productive feedback from my supervisors

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

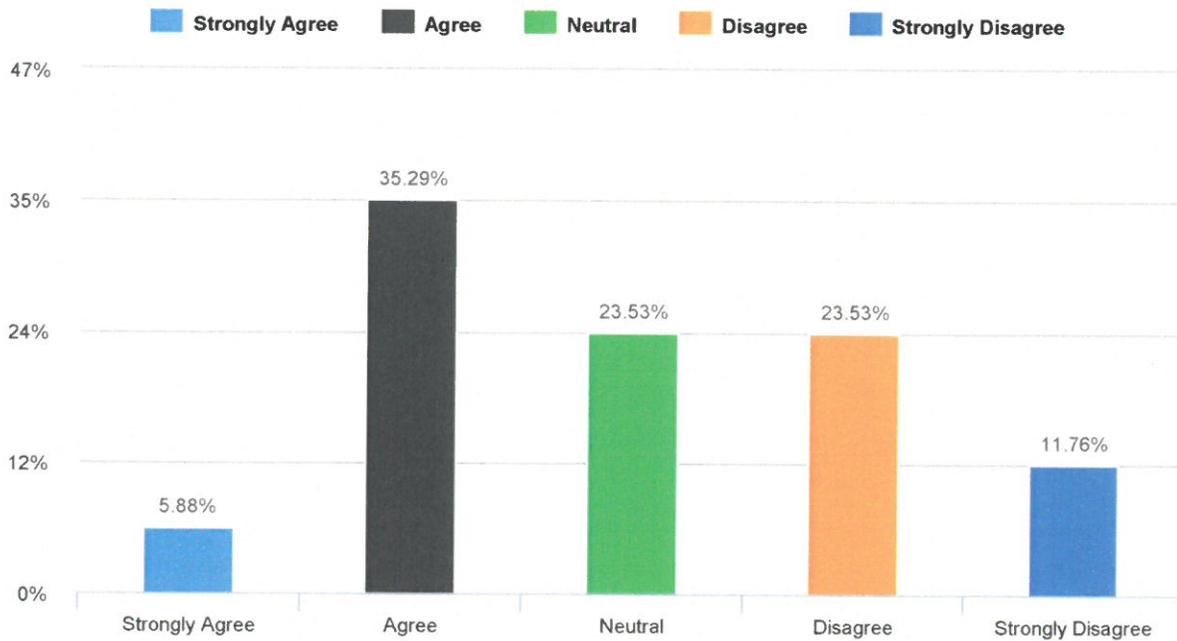
Additional Comments	
No.	Response Text
1	Regular reviews would be helpful. Personally I get reasonable feedback now, but I have seen where that doesn't happen. Also there have been times in the past when I have been quite frustrated with the amount or quality of the feedback I have received.
2	This is about C2 exclusively: yes, positive feedback here and there but again the orientation tends to be towards the negative rather than a balanced, encouraging form of feedback. But C2 is who he is.. A forceful leader with huge knowledge of the fire service and has taught us many good things, but he's also a micro-manager, negatively oriented about a lot of things, and makes a lot of enemies. He can be a difficult person to work for, tho I have learned how to get and stay on his good side so to speak, and he treats me very well as a result. I'd hate to see him go on one hand, but it sure would be nice if he changed his ways in several key areas. The other officers- C7, L1 and L2 are much much easier to work with and give great feedback.
3	The glass is always half empty if not bone dry.
4	We get negative feedback usually. That is done in a timely way.
5	We don't have a discussion session after training. Discussing the training from a week or two ago at the next training is okay but it should be done on the same night. I think that comes down to time constraints and a lack of planning for the training regarding how long it will last and what rotation groups will be doing.
6	The junior officers are pretty good at this. The bigger concern is advancement for most members but I am pretty much where I want to be so not an active issue for me other than wanting to do well with my current responsibilities.
7	LT's yes. Chief YES. Captain yes for the most part. But the deputy was almost never. Nothing you did was ever correct. He feels that you always can improve, so you should not be complimented for doing a good job instead of an excellent job. As a senior FF it was hard to watch how poorly those around me were sometimes treated. I tried on numerous occasions over the years to bring it up. All that ever happened was to hurt my own stature with the deputy.



EMPLOYEE SURVEY WITH COMMENTS

Q13: Department employees are treated fairly and equitably when it comes to job assignments and specialty positions.

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

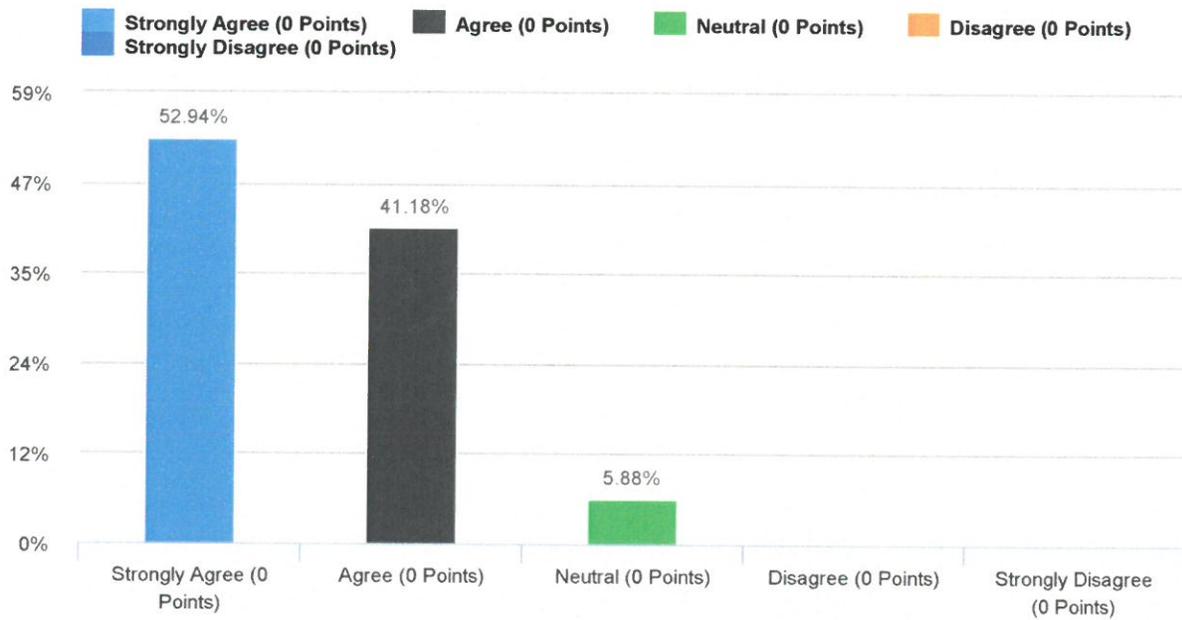
Additional Comments

No.	Response Text
1	Often the fact that there is an opening isn't shared, the selection is announced and there is no understanding of why.
2	Personally I agree with this statement, but I know others have not had a similar experience.
3	There is no neutral, standardized method for advancement.
4	The CFD is run by the Deputy Chief in an atmosphere of obvious favoritism.
5	This isn't done fairly. I was told (by an officer) that you need to be "macho" to be promoted to a regular.
6	If the Deputy takes a shine to someone they seem to move along much quicker than others.
7	No. White handles this and it appears to be completely favoritism. I don't really complain because I don't really want to drive trucks back and forth to Greenwood or whatever but the process for these assignments is very unclear.
8	At least in my experience. I like to drive the ambulance, but the senior EMTs are firm about getting me more lead time. That might not be as fun day to day, but I see their point about training up the junior guys.
9	No the deputies then favorites would always be given first choice. The favorite would change at times. Again I was at times one of his favorites at times over the years.

EMPLOYEE SURVEY WITH COMMENTS

Q14: The department's fleet of vehicles is adequate and well maintained, and contributes to a safe work environment for employees.

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

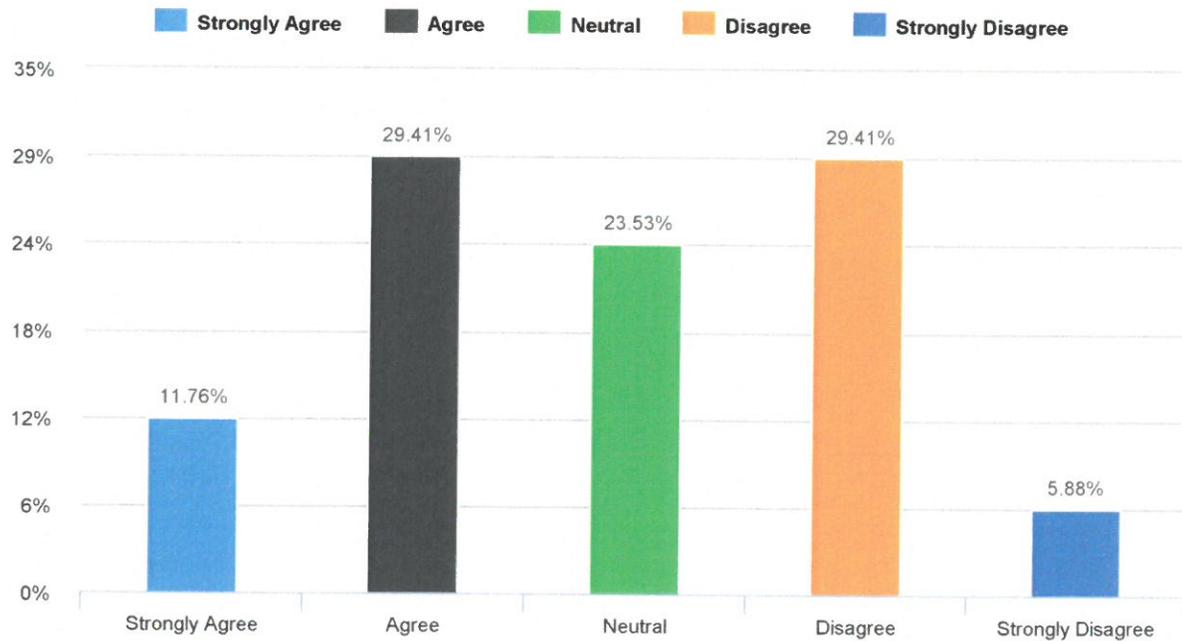
Additional Comments

No.	Response Text
1	The "cars" are junk and should not have been taken on. Trucks are kept in good condition. L1 does an excellent job.
2	We have a great maintenance crew.
3	Great job by maintenance and L1 who is in charge of that.
4	We are well ahead of the curve in this area.
5	Great trucks. Cars are embarrassing.
6	Obviously newer toys would be better
7	Koning does a great job but is hampered by budget constraints.
8	More space in the barn would make things safer, but of course that is a huge capital investment, and I understand the town isn't made of money.
9	I have to pass on this one. I was one of the Mechanics.

EMPLOYEE SURVEY WITH COMMENTS

Q15: The policies, procedures, and rules and regulations of the department provide clear guidance for me as an employee.

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

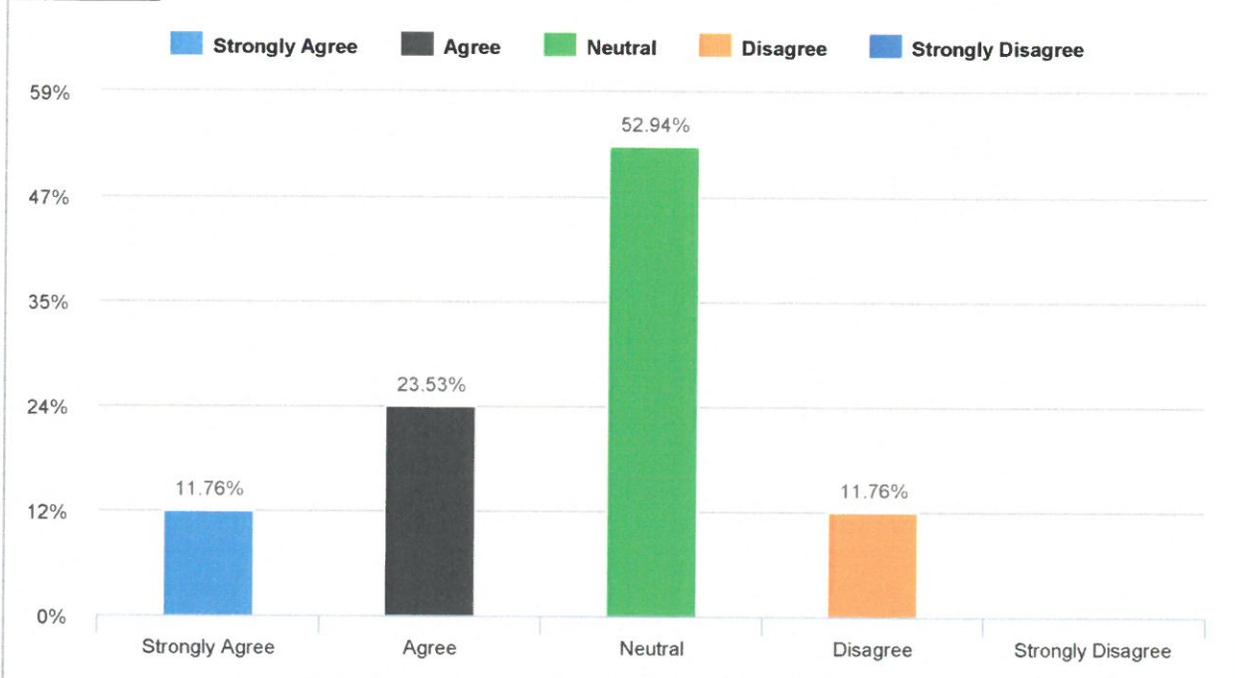
Additional Comments	
No.	Response Text
1	We have lots of policies that are more or less clear (they are not always clearly written but the intention comes though). Policy changes happen long before policies are updated, and often appear to happen by whim.
2	We have a department manual, but at over 500 pages it is hard to navigate. Additionally, the material often contains errors and/or is written in a confusing manner.
3	Mostly, but not always. And rules can be changed without formal procedure.
4	The policies are clear but do not apply across the board.
5	Many policies are good. Recent ones around time and behavior are complicated and arbitrary.
6	Most of them could use review and updating but I understand that isn't going to happen overnight.
7	Radio use and engine positioning are not well defined. The written procedures are not really active documents. They get referred to in the abstract only. They are not functional guidelines.
8	The Policies and procedure manual has become to Cumbersome. Different sections contradict themselves. Some violate what is considered safe operating SOP's. Some directly violate the ICS outlines and guides.



EMPLOYEE SURVEY WITH COMMENTS

Q16: The appointment of officers within the department is conducted fairly.

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

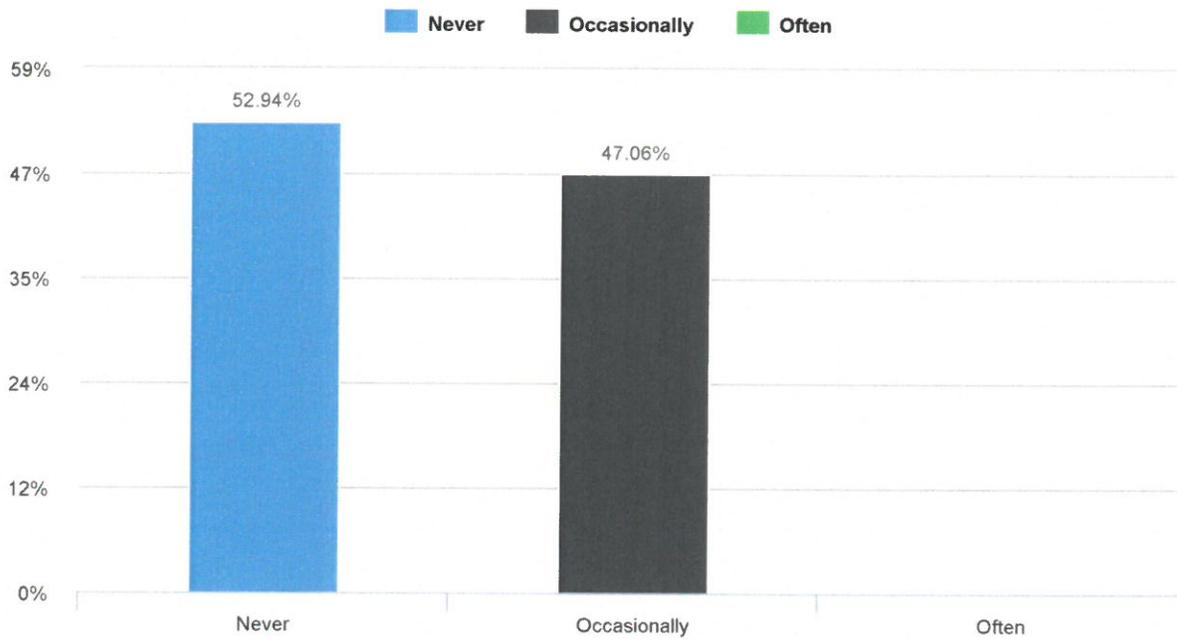
Additional Comments	
No.	Response Text
1	Hard to tell, as the process is not known.
2	Because we are a small department, appointments are infrequent. I do agree with the ones we have had. However, some people have felt that decisions were made by the Deputy Chief without involving the Captain and Lieutenants.
3	In the time I have been here, no single standardized method has occurred. Officers have been appointed without any opportunity for other candidates to apply, or positions have been offered publicly (within the department) listing minimum requirements and then the person chosen did not meet the stated qualifications but was chosen anyway.. So no, not fairly.
4	It is better than in the past. The two lieutenants work well with the rank and file as does the acting Captain. They strive to help rather than criticize.
5	The process is pretty unclear.
6	Previous officer appointments appear to have been done fairly from my perspective.
7	My issue is that there no un-appointments. Flannery made some good changes on his appointment many years ago but has since lapsed into a very disconnected role where he enjoys a secure position at the top regardless of performance or regard of the membership or citizens. I recognize the need for some amount of tenure to permit a Chief to make tough decisions but this has become ridiculous.
8	Except for Brian being named acting L3, no officer appointments have happened in my tenure. He is able and effective, and I thought he was a good choice.
9	I have not been on the department long enough to know how this process works.
10	There is no set way of promotion on the CFD. Some are appointed by the chief and deputy. Some have gone threw a protracted testing and interview process. There have also been times when the candidate did not even meet the pre qualifications and was chosen for the position. It changes every time they need a new officer.



EMPLOYEE SURVEY WITH COMMENTS

Q17:I have felt threatened or intimidated by co-workers or supervisors.

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

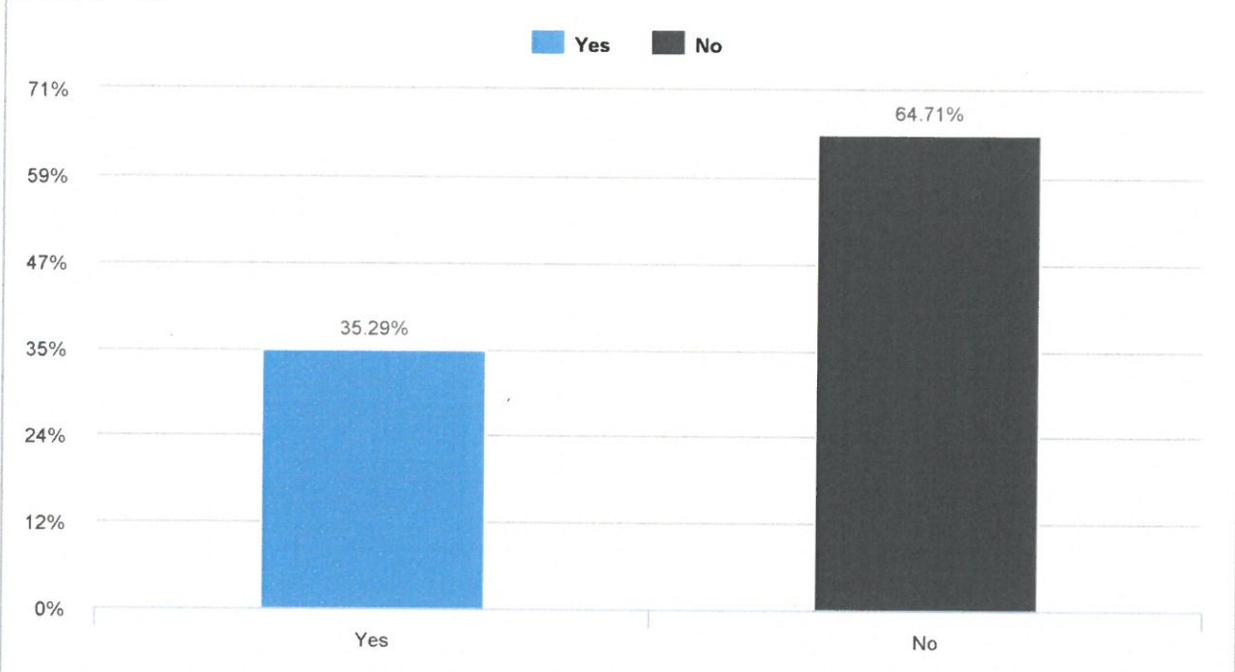
Additional Comments	
No.	Response Text
1	It has been attempted, but I stand up to that kind of thing and they back off.
2	Not by co-workers but C2 can be pretty intimidating and like most people here, I've experienced that here and there. Not a physical threat but definitely a certain amount of coercion, bullying kind of behavior.
3	I simply refuse to be intimidated.
4	The Deputy Chief can be a bit overbearing at times. I think he means well but lacks good communication skills.
5	Never seen or heard of anything like that. One time L2 was curt about wanting me to quit dawdling and get an ambulatory MVA patient out of the busy road. But he was right to be blunt.
6	I have been on the Carlisle FD for 1.5 years. Searching for Full time FF/EMT career. The Deputy has strong armed me more than one occasion. Threatening that if I leave Carlisle will not give me a good reference and that it can hurt me. He consistently asks me if I have applied anywhere else with a smirk on his face and it is uncomfortable. I personally feel that he is one person who would not help me go further in my career. The day before signing my Fire academy application papers he had questioned me in an informal interview of my intentions after attending the academy, which was also very uncomfortable. Another time I was arriving to the fire station with my girlfriend, so I could check my gear and make sure it was in ready status for going on calls. Deputy came out of the station and had made an initial comment regarding the "IAFF" Fire Sticker on my windshield. This was not respectful towards me and I was also embarrassed.
7	yes by the captain and deputy



EMPLOYEE SURVEY WITH COMMENTS

Q18: Have you felt threatened or intimidated while being a member of the department?

All Respondents



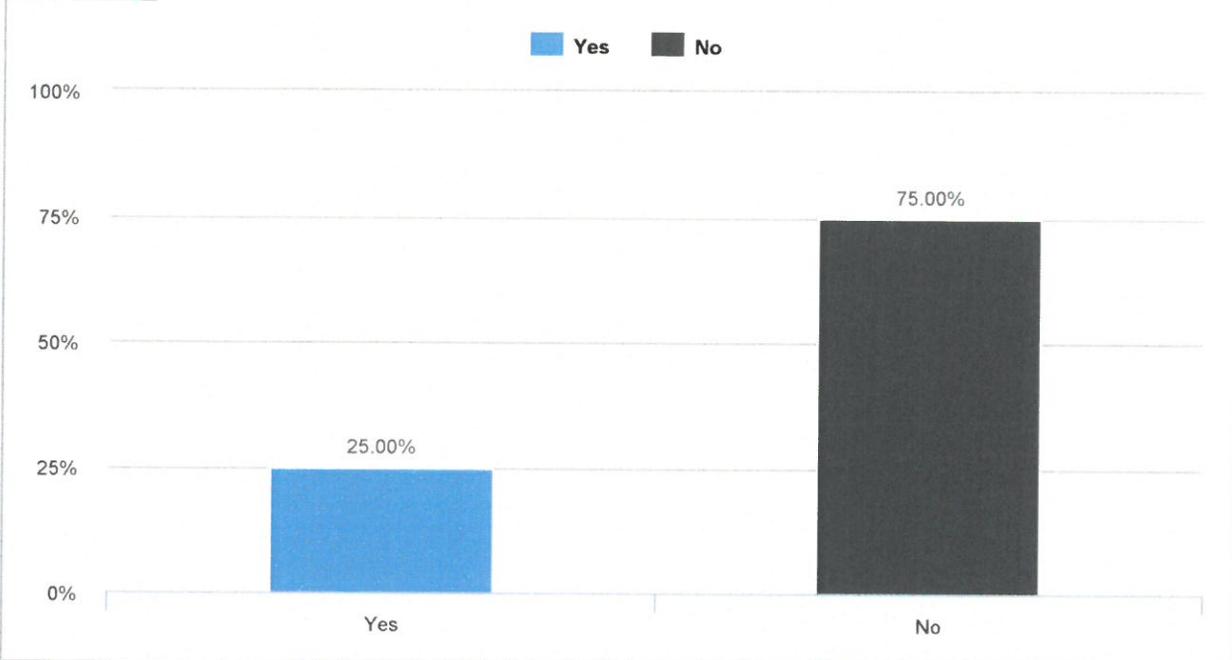
	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%



EMPLOYEE SURVEY WITH COMMENTS

Q19: If you answered YES to the previous question, did you report the incident to a supervisor or management? If Yes comment on if management addressed it successfully. If No comment on why you did not report the incident to your supervisor.

All Respondents



	Responses	Percentage
Total Responded to this question:	8	44.44%
Total who skipped this question:	10	55.56%
Total:	18	100%

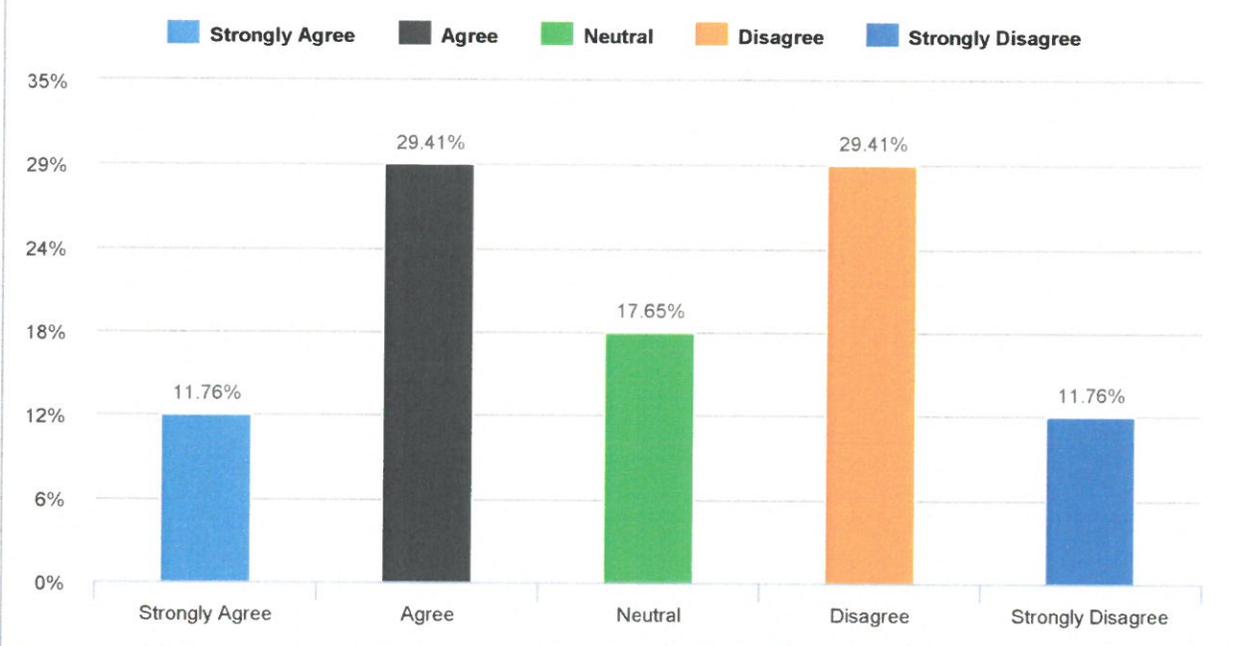
Additional Comments	
No.	Response Text
1	It was from management. When I stand up to them they back off.
2	Yes, I tried to get C1 to understand the difficulty working with C2 but he won't do anything about that. Those two are peas in a pod. The Chief's the carrot, C2 is the stick.
3	Chief did not handle the issue fairly. Completely ignored it. Never mentioned it again, or offered any feedback.
4	We don't really have supervisors for one thing. Everyone essentially reports to White. If White is actually the one causing the discomfort there is no redress. Flannery does not want to hear it. I have tried.
5	I did not mention any of this to any supervisor. There are certain instances where the Chief seems over ruled by the Deputy and that the Deputy is in charge of the fire department. I feel that if I were to bring this up to the Chief, I would not have the support needed to back up my words.
6	There was absolutely no point. The deputy runs the show. The chief is a strong chief and has final say, in many cases over even town policies. The chief has chosen to support the deputy. So what is the point of complaining internally. Or even externally. It would only and did mean additional harassment by the deputy.



EMPLOYEE SURVEY WITH COMMENTS

Q20: The department is keeping up with the technological advances necessary to provide a modern, professional level of service to the public.

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

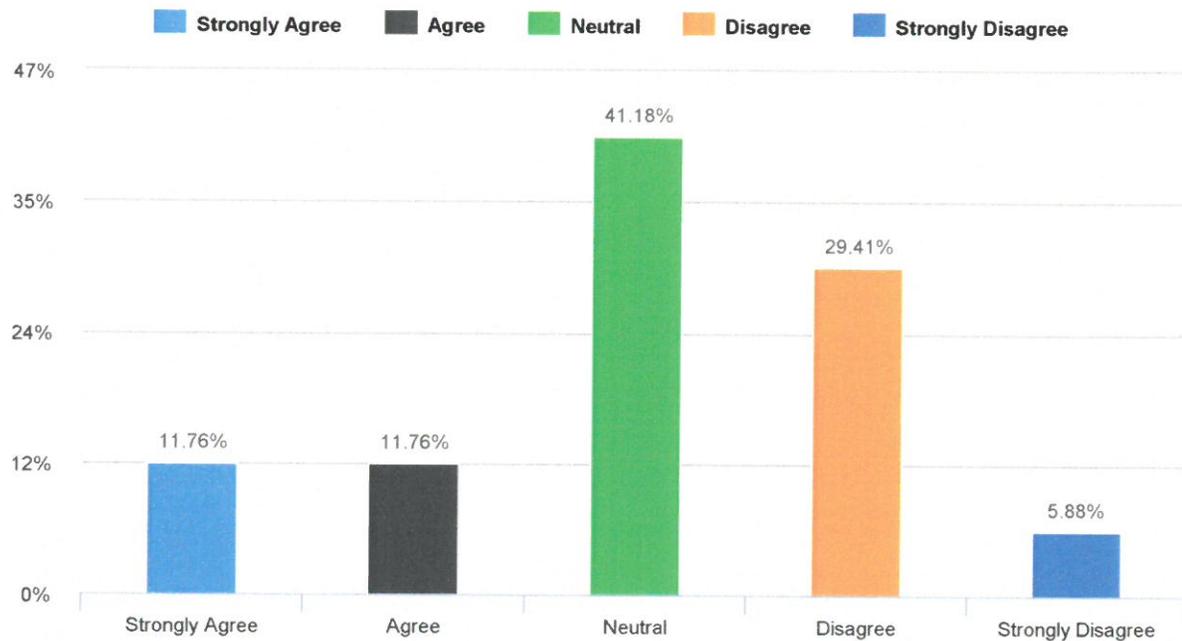
Additional Comments	
No.	Response Text
1	They try and have made good strides in some things, but senior management micro manages and does not want people working on it who know more than they do. Burt R has somehow been able to work though this and has been a savior in terms of modernizing what we do but is limited in what he can accomplish.
2	Yes, to the degree that the budget allows.
3	They're trying hard but all their computers and software are older on the cheap stuff, they need a full-time secretary, the phone system is way over complicated, and the radio system needs a serious overhaul by professionals.
4	Radio system is going get someone killed. Ego is the reason why it's not working. there are members that are knowledgeable enough to make matters safer, but are forbidden to execute any assistance by deputy & chief this is only one example of many
5	Poor radio communications dangerous
6	I believe the ongoing technical communications are a priority that are constantly being addressed.
7	Our radios are a mess. The NetDutu system is inadequate and outdated.
8	The radio system is a joke. You should be able to pick up a radio, turn it on and use it. I don't understand why we have different frequencies and need one kind of radio on channel 16 and another on channel 1 and you can't hear what someone is saying if you haven't decoded what channel your radio is supposed to be on. Someone is going to get hurt because their radio communication was on the wrong channel. It baffles me that something as basic as this has been made so complicated by the Deputy Chief.
9	All things radio are out of date. The fire horn debate with the Board of Selectman completely negated the role smart phones could play in communications. Flannery has stubbornly kept White responsible for radios despite abundant evidence that he does not have an adequate technical background or aptitude.
10	I mean, I think so, but what do I know? You should ask L2 about this.
11	Until just prior to my leaving there was only occasional off site back up of the records. A member coming in on a weekend, using a thumb drive as the back up, This stored in his home. On one occasion there was a computer crash. It took a while to discover and several years of documents were lost. Some were able to be re-inputted, but most were permanently lost. Again the deputy ruled this antiquated system with an iron fist. The computers were ancient and the software not able to meet current standards. it is a disaster



EMPLOYEE SURVEY WITH COMMENTS

Q21: The administration of the department provides fair and equal treatment to all employees.

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

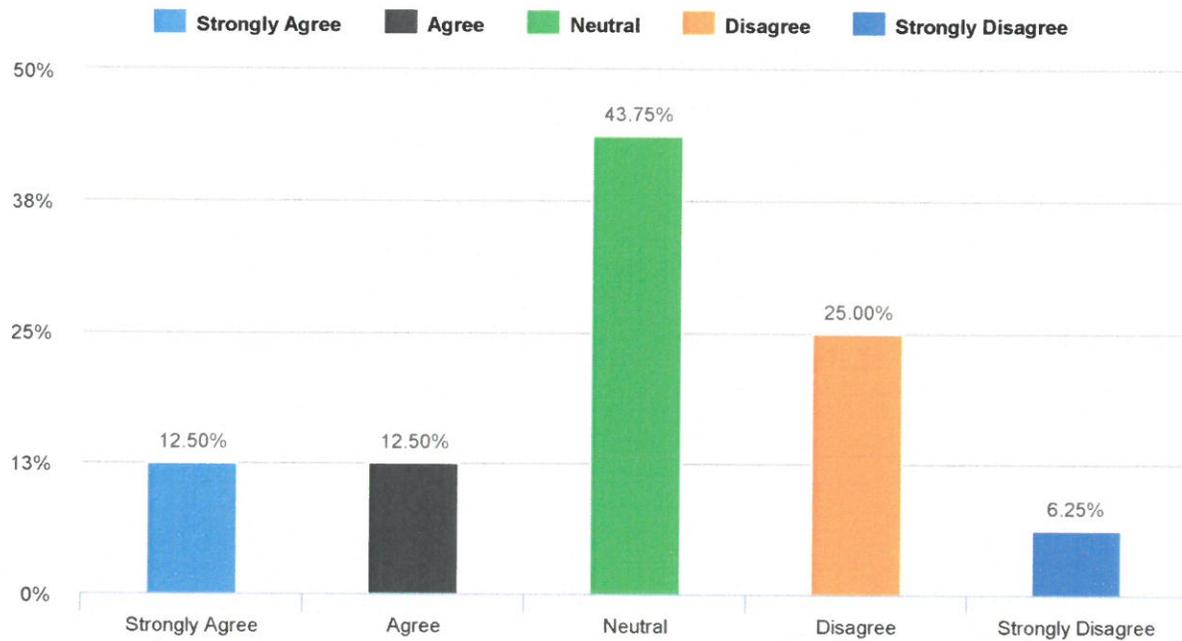
Additional Comments	
No.	Response Text
1	It goes both ways. I can cite examples where they do and examples where they do not.
2	Though well intended the Chief and Deputy Chief have poor skills in regards to the leadership of department staff. The reason I did not put "strongly disagree" is because I do not believe that their actions are malicious.
3	If they like you, great. If not, they have there ways of getting even. I hate to say this, but there is a vindictive side to upper management (C1 and C2). They also don't involve the other officers in key decisions. The other officers suffer just as much as the line guys.
4	As noted, this department is run by the Deputy Fire Chief and "fair and equal treatment" do not enter into his policies.
5	Some members have been held back for longer than they should have--and not even given a key to the door. What could possibly explain that?
6	I have not had any problems with my treatment by department in 14+ years. However, I also know that others have had conflicts and difficulties.
7	As far as I know. I think some people haven't been advanced as quickly as others. But I don't know all the reasons for that. For me, I feel like I have been promoted forward so I'm constantly on the edge of my comfort zone. But we were pretty short staffed when I started, so that made sense.
8	No there are favorites. I was a favorite at times. Everyone is not held to the same standards.



EMPLOYEE SURVEY WITH COMMENTS

Q22: The Carlisle Fire Department is a good employer.

All Respondents



	Responses	Percentage
Total Responded to this question:	16	88.89%
Total who skipped this question:	2	11.11%
Total:	18	100%

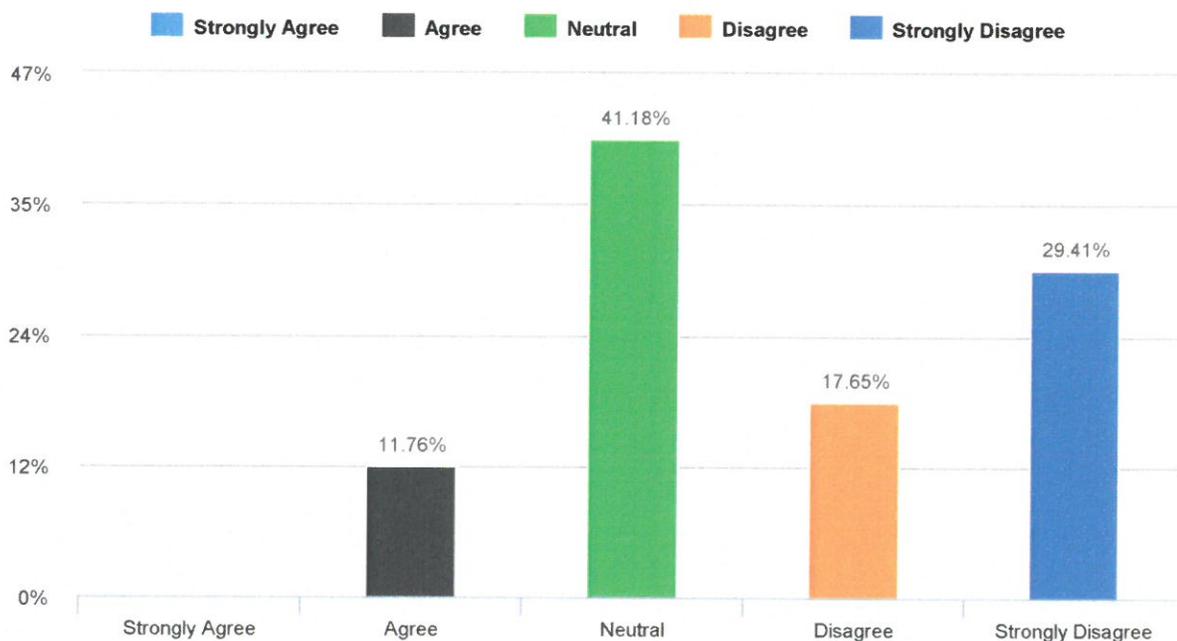
Additional Comments	
No.	Response Text
1	Management does not understand how to motivate or lead the membership.
2	I do not consider the department to be my employer. I have a full-time job elsewhere and view the dept. as a way to give back to my community. Though I am compensated by the dept., it does not represent a significant part of my income.
3	All things considered pretty good, but more money would be better. It's a Paid/Call department and is a second job for me. I rely on the income. I don't consider myself a volunteer.
4	no benefits. No insurance. No pay raises except typical annual 1-2%. Both pay restructures in the last two years have actually lowered annual net income.
5	This is a call fire department. The members do what they do in order to give back to the community. I believe we are a great group of "volunteers."
6	Department has excellent camaraderie among the members but also has had challenges to morale.
7	1. Poor leadership and communication from our Chief. 2. Lack of proper pay is a problem
8	I guess the reason it might not be don't apply to me. The money is certainly way way less than people deserve. That doesn't bother me, cause I do really well in my day job, I don't need it. I do think the town is getting a tremendous bargain on people like George and Justin and L2. And a lot of other guys too. I would like it if they could get paid more. But I don't need anyone to raise my pay. I'm well compensated in the chance to learn, chance to help my neighbors and the respect that I get from neighbors (and my wife) for being in the department. I'm not sure how to square that. But some of the more skilled and experienced guys are definitely under-paid.
9	Again if there was a new deputy, then maybe it would be a great employer. Until he leaves, chaos rules.



EMPLOYEE SURVEY WITH COMMENTS

Q23: The administration of the Carlisle Fire Department welcomes suggestions and input and uses them constructively.

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

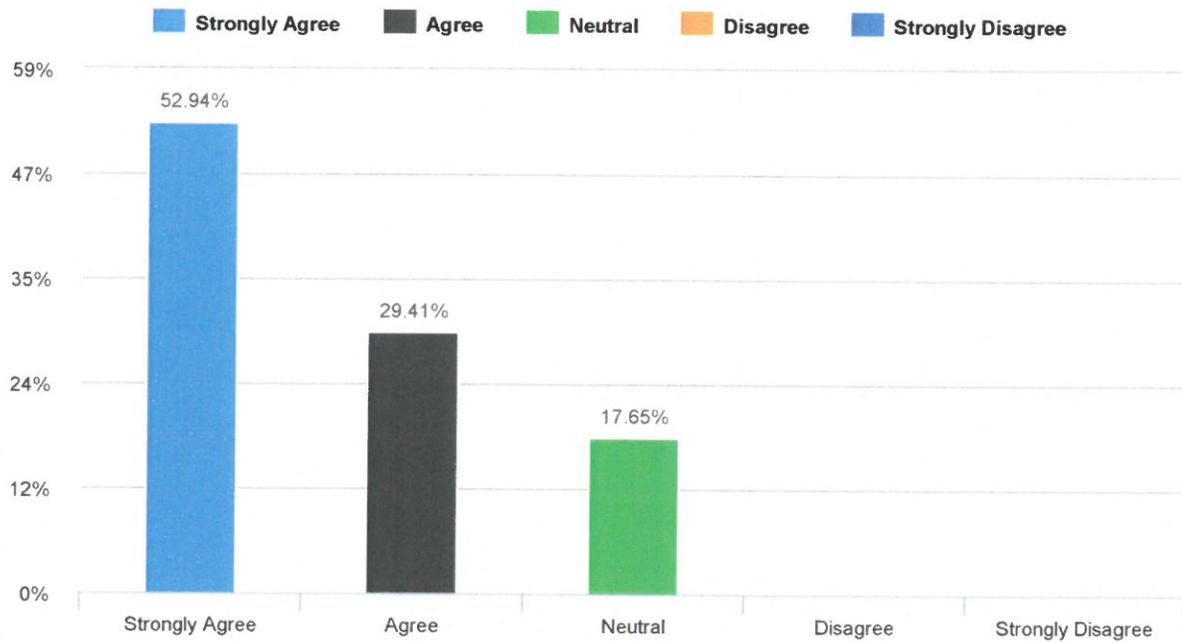
Additional Comments	
No.	Response Text
1	They welcome input, but do not use it constructively. Surprisingly the deputy can sometimes be receptive to input, but the wording of the suggestion has to be carefully chosen. The chief surprisingly does not take suggestions well about how things can be improved. From the outside one would expect the opposite to be true as the deputy appears to hold his views more strongly. For both, if they have decided something, no new data will change their minds. This could be problematic on the fireground as well in day to day decision making.
2	Yes, comments and suggestions are welcome, but they are acknowledged and used in an apparently arbitrary manner.
3	Sometimes, sometimes not.
4	members are consistently encouraged to make suggestions and offer input. None of which ever is considered, all of it is dismissed and or ignored. Most often if a member writes an email to the chief regarding a controversial, or even constructive critique gets a standard boiler plate reply of "thank you for your input, it will be strongly considered" Never, ever another, mention will happen.
5	Suggestions are not welcome.
6	I think most people have stopped making suggestions at this point. Ive made many that are ignored.
7	Results on my input over the years have been mixed - some ideas regarding training have been welcomed. Most suggestions however simply die. I suggested that the town / department host commercial emt training. Dead. I suggested we do something to reduce the number of mostly older homes with older residents with dysfunctional fire detection systems. Dead.
8	I've seen some people make suggestions. John B, Paul Martin. Their points made sense to me. Still, in each case, I saw how leadership had some reasons for rejecting the idea. So they weren't being unreasonable. Maybe if leadership worked harder to incorporate some part of the suggestion people would feel better? But on the other hand resources are stretched thin, and there are reasons for the way things are. So it isn't clear that that is a failing on leadership's part.
9	Yes but on a very limited basis. Most are not considered because they are coming from a problem employee. Or they are trying to "cause problems and be disruptive".



EMPLOYEE SURVEY WITH COMMENTS

Q24: I am proud to be a member of the Carlisle Fire Department.

All Respondents



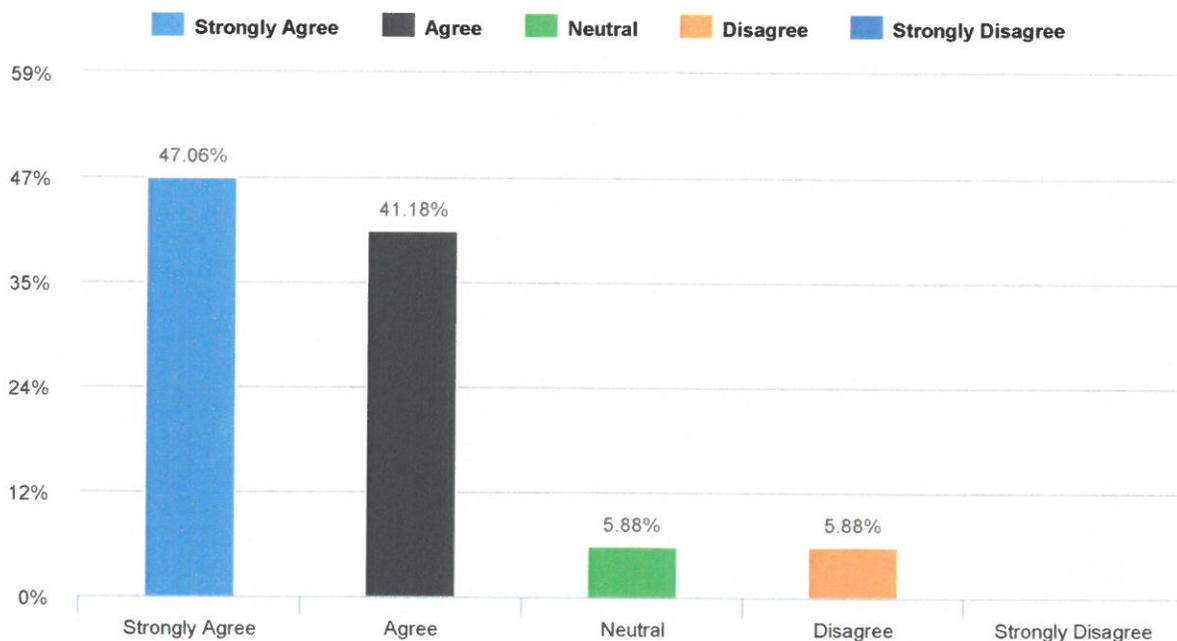
	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

Additional Comments	
No.	Response Text
1	I am proud of my service to the community. When dealing with other departments or the public there are times when our leadership can make us look like asses. In general that reflects on them as individuals and not our department.
2	Totally proud to be a member of the CFD and the fire service for 23+ years.
3	I love helping people in the capacity that we do.
4	I and other members work hard to protect the community and do so in spite of the often oppressive atmosphere.
5	Most people respect the position and that is gratifying. I accept that dealing with some amount of buffoonery is just part of the job. At some point however the awkwardness of serving under Flannery will get the better of me. I find it extremely embarrassing. With all of my hard work and sacrifice I deserve better.
6	I was proud to be on the Department for 40 years. And will always be.

EMPLOYEE SURVEY WITH COMMENTS

Q25:I believe the residents of Carlisle value the services provided by the department.

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

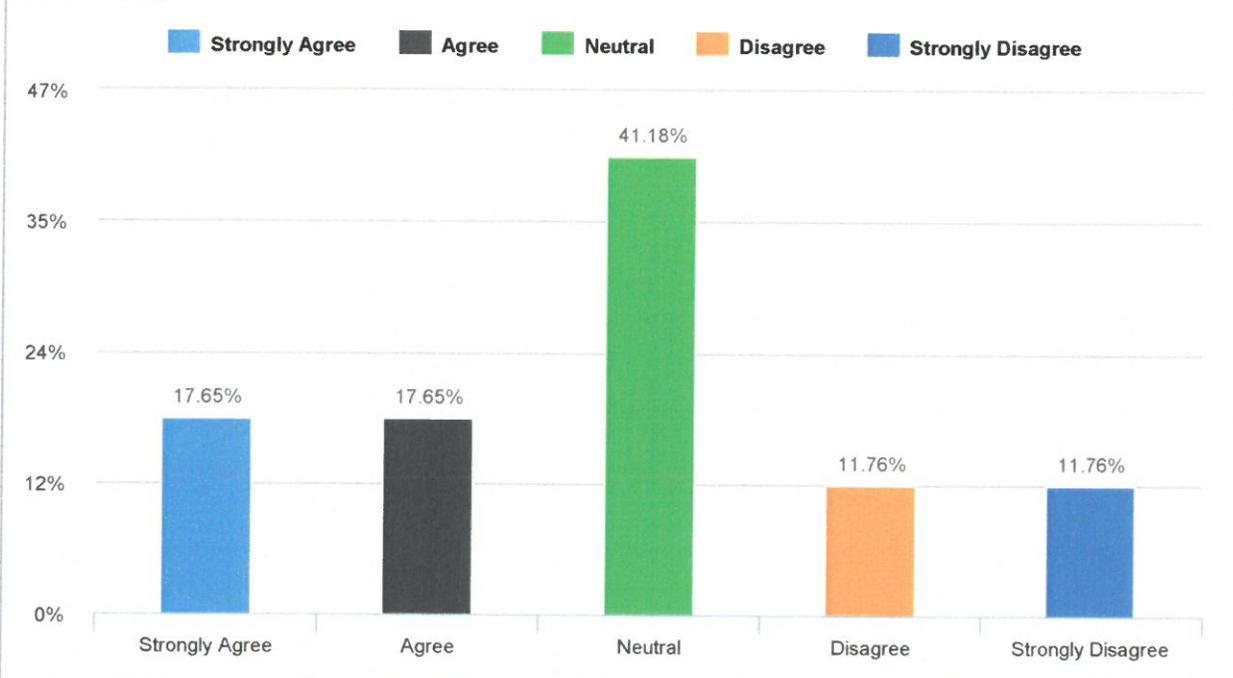
Additional Comments	
No.	Response Text
1	Long time residents and the elderly especially value what we do.
2	I do believe the residents value us. I doubt they are aware of how much their homes and lives depend on the whims of one man.
3	People seem to always value what we do. I'm very proud to help others.
4	Not all residents are aware that we are a call department.
5	Many residents are clueless. We could do much better with PR.
6	No, There is no organized resident education of or by the department. Most of the Town residents do not even know that they are protected by Call Men, they think we are a full time department.



EMPLOYEE SURVEY WITH COMMENTS

Q26: The supervisors of the department provide quality guidance and support to employees.

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

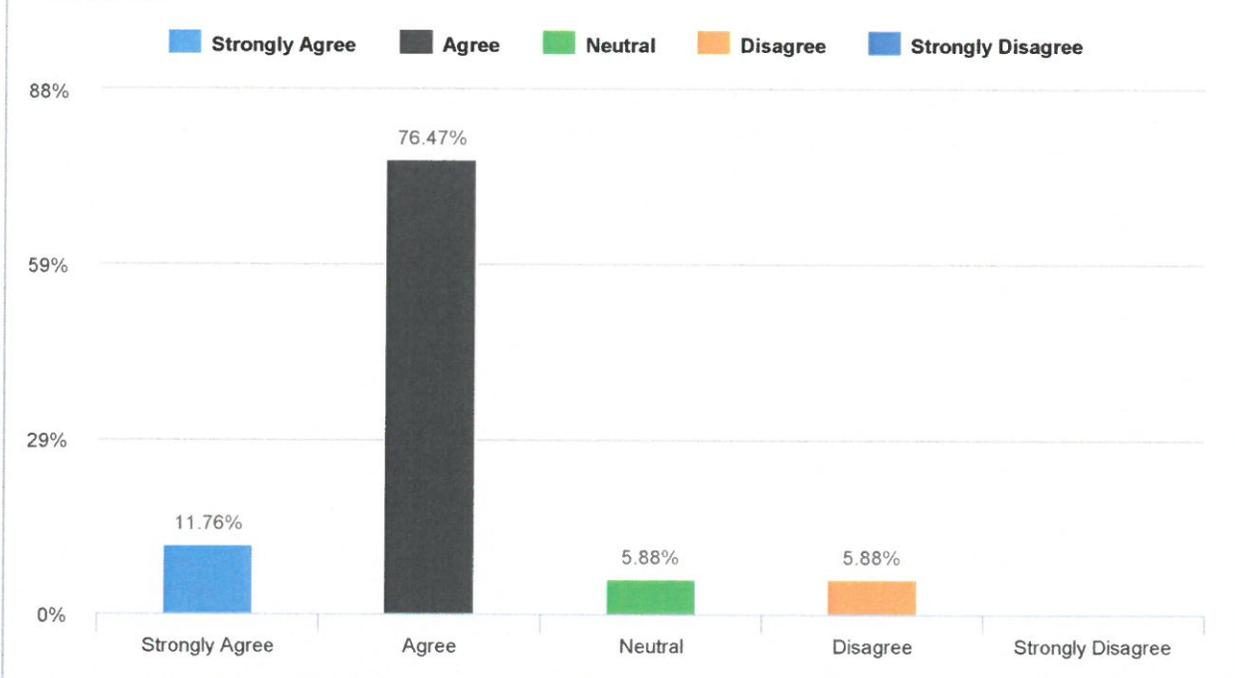
Additional Comments	
No.	Response Text
1	This is mixed. The mid level supervisors are frustrated that they cannot implement change and therefore that comes across in poor guidance from them - as they can take their frustration out on the membership instead of where it belongs. I have had good quality guidance from senior management and seen it done poorly.
2	Yes, with the exception of the Deputy Chief. Again, as noted above, he tries to be supportive and helpful, but often fails.
3	Upper management sometimes, sometimes not. In contrast, C7, L1, and L2 are outstanding officers who should be running the department!
4	As best they can
5	As noted, the two lieutenants and the acting Captain certainly do.
6	See above answers.
7	Very good leadership on calls. Overall department management not as strong. Retention for some experienced members has been a problem.
8	The Captain and Lieutenants do a good job at this
9	The junior officers could do a much better job if they felt more secure and their roles were better defined and they did not believe they were going to be 2nd guessed and micromanaged by White. A lot is left hanging.
10	L2 is a tremendous mentor. So is C7. I haven't worked that much with L1. C2 knows a lot and is a good teacher, and he can also be cantankerous. I think he is working on that, and lately he seems more mellow and tries to appreciate the work that his people do. Especially since he retired from Concord he is more relaxed and positive.
11	Absolutely not.... If you run into trouble either inside or outside of the department you can be kicked to the curve. The obstacles place in front of you can be endless and change from moment to moment. I witnessed the shameful treatment of the admin asst. They pushed her until she quit. They kept changing her requirements and the underhanded way she was treated was horrendous. If ever asked, I would testify for her. I am ashamed i did not stick up for her. It is a regret i will have the rest of my life.



EMPLOYEE SURVEY WITH COMMENTS

Q27: The department has implemented adequate safety procedures.

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

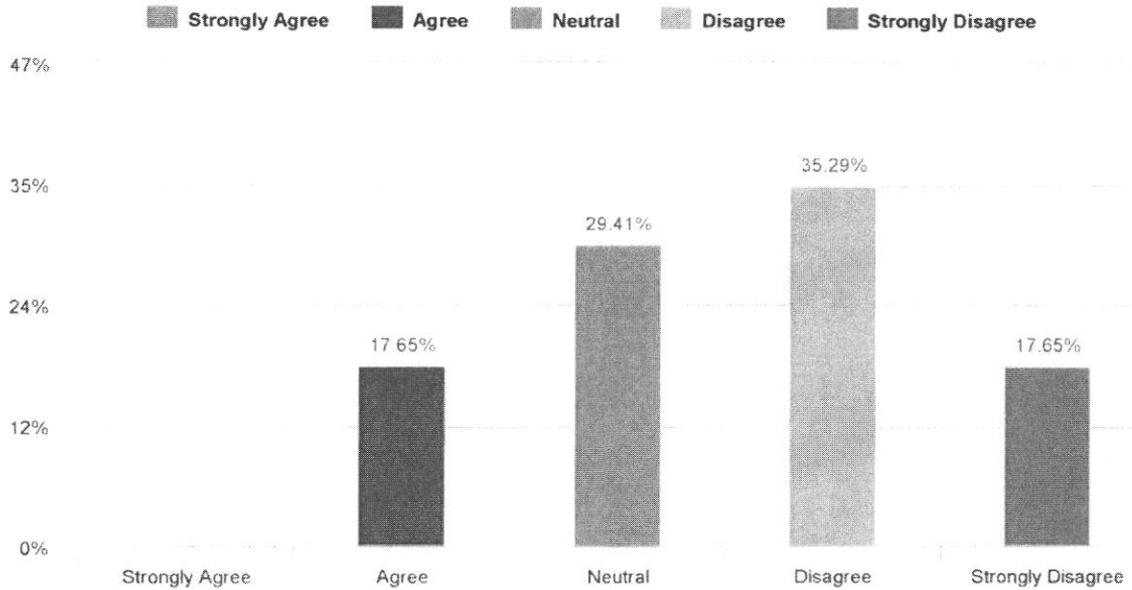
Additional Comments	
No.	Response Text
1	Generally these are implemented as procedures rather than guidance. Often it appears that they are covering themselves rather than providing safety. We have historically been very poor when it comes to fireground accountability. At one point the statement was "if you think you will get lost, you should turn in your tag before entering the building". It has gotten somewhat better, but largely because of a push by members who have become FF1 and 2 certified.
2	I believe we are above average in this area.
3	In general good, but we're missing some key areas such as medical/fit tests.
4	They try and I get it. Its firefighting and you can do everything correctly and still die. Our PPE could/should be kept updated to NFPA standards. I think every helmet down there is out of date.
5	There is a general respect for safety but it is not rigorous.
6	Again, this is a technical question that I am not well-prepared to answer. L2 sure is. I would ask him.
7	They will tell you FF/EMT safety is paramount. Unfortunately it is not thought of until after there has been a problem. Most often it is blamed on the EMT/FF did something or put themselves in a dangerous position in violation of the department regulations.



EMPLOYEE SURVEY WITH COMMENTS

Q28: The administration of the Carlisle Fire Department and the Town of Carlisle work well together on issues affecting the Town of Carlisle.

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

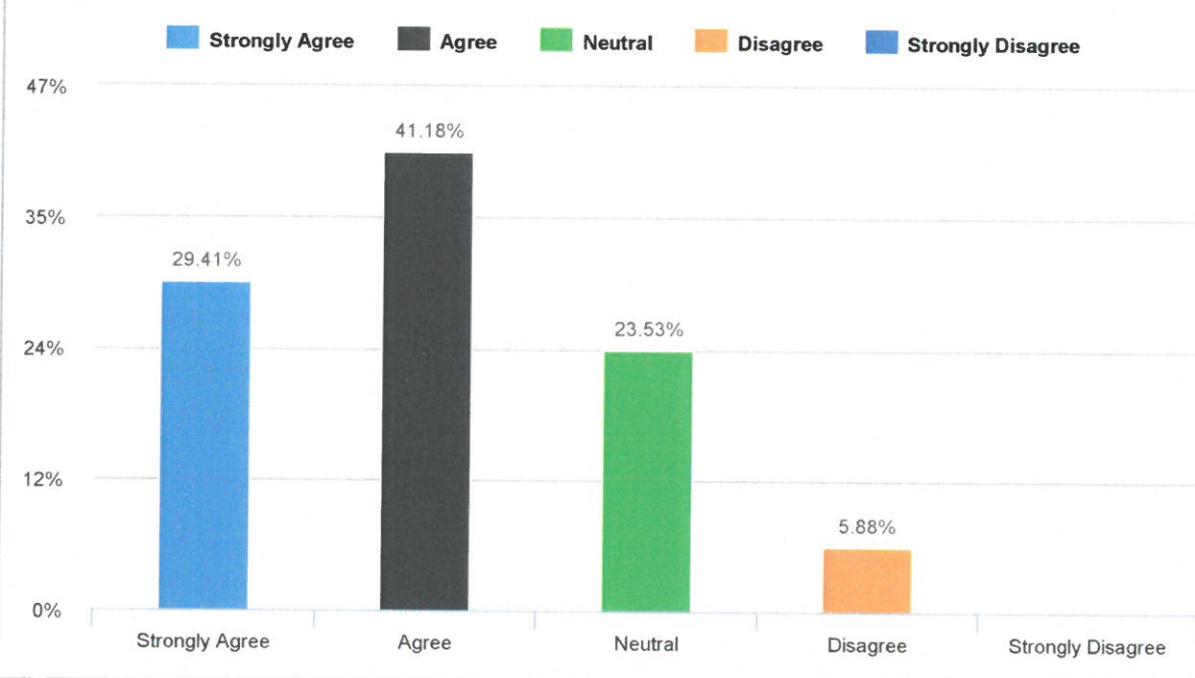
Additional Comments	
No.	Response Text
1	The chief understands being a public servant to the point of being a detriment to the department (not asking for resources when they are needed at times). The Deputy only understands the needs of the department and does not understand or care to understand the needs or desires of the town. His approach is to bully anyone who opposes his decisions. This is understood within the department, and tolerated to an extent, but does not serve the department or the town well when it is done for issues where the wider town is involved.
2	I have no knowledge in this area.
3	No. The Chief gives away too much, and the Deputy makes enemies and is difficult to work with.
4	There seems to be many complaints from the Deputy Chief about how the town officials do not support the fire department as they should.
5	This relationship seems totally broken. These groups don't seem to get along at all.
6	I have no direct knowledge on this subject.
7	We have a Chief that doesn't stand up for himself against town hall which affects the entire department.
8	Joke 1, move noon time fire horn to 5 Pm [REDACTED]
9	White and Flannery seem to do battle with every other department in town. Dispatch, Planning Board, radio tower study group. Missed opportunities with the Council of Aging. The parent association at the school could be a major conduit for recruiting but this is ignored.
10	Mostly. There is this whole conflict about the antenna. I am not a technical expert on that and different people who know more than me have different opinions. I think the town has been pretty good about funding the new tanker and offering more pay. I sometimes wish C1 would ask for more money -- but I sympathize that he is trying to be frugal on behalf of his fellow citizens. But at the end of the budget year we have all sorts of equipment repairs that can't happen until the new budget. I do think the town is saving heaps of money, subsidized by the good will of the Svatek, Konig, Middleton, Bakewell, Newman, Rubinstein etc. The town should give us a better maintenance budget. But I am not sure that is the town's fault, or whether leadership isn't asking for it.
11	Publicly maybe. But for the most part the officers of the CFD hold the towns committees and boards in contempt. They have the attitude that is so because I said it. Working as the Fire Prevention Officer, I found that my first year I had to breakdown a negative attitude from every board and committee I had to work with. This negativity extended to the building department, real estate agents, and building contractors.



EMPLOYEE SURVEY WITH COMMENTS

Q29: While operating at incidents, I feel the officers of the Carlisle Fire Department work well together.

All Respondents

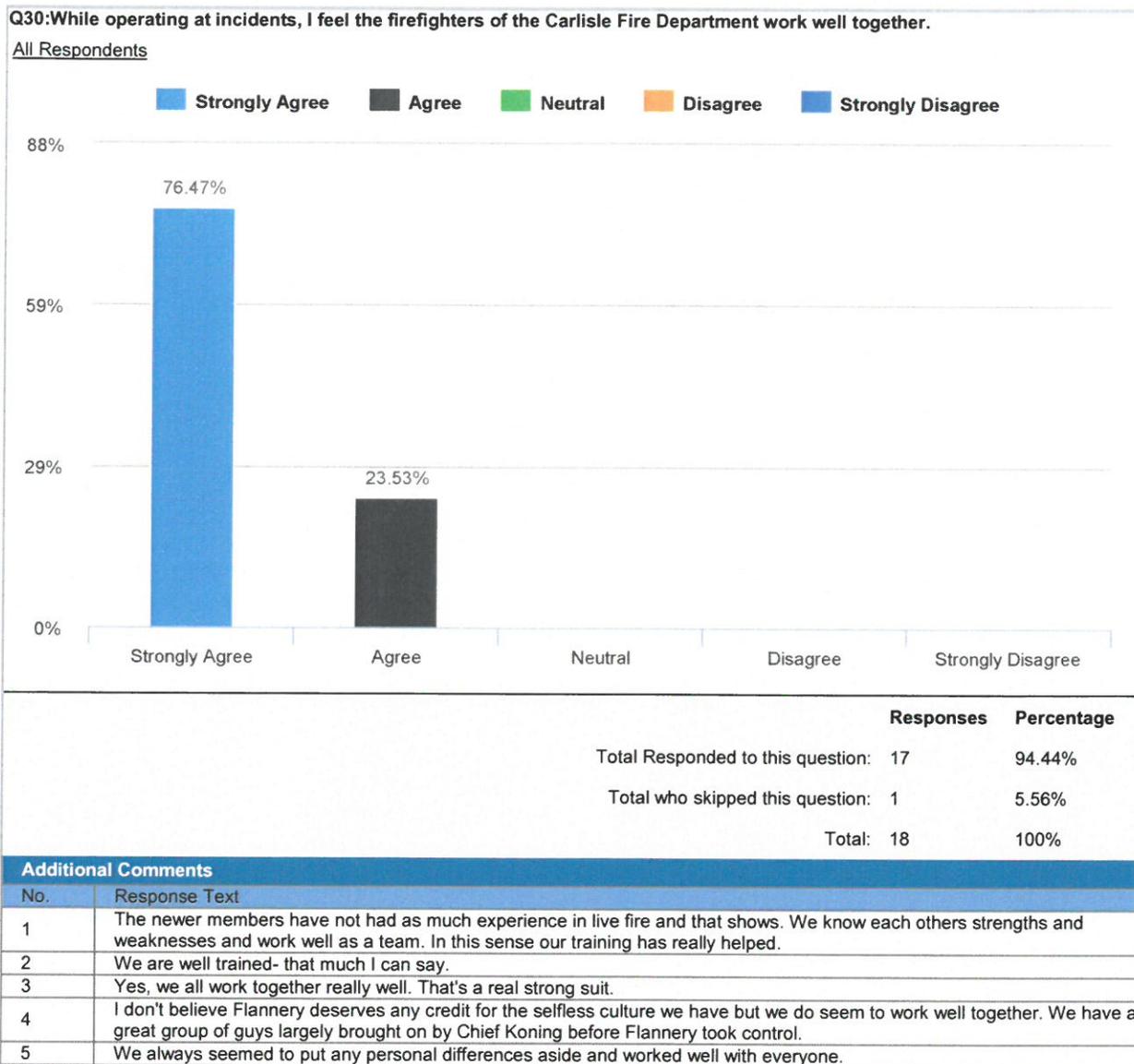


	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

Additional Comments	
No.	Response Text
1	They have generally learned how to deal with each other. We are a team and understand each others strengths and weaknesses and tend to cover for each other. There were numerous incidents a number of years ago where the deputy attempted to manage from a distance or also arrive at a scene and take over and try to prove points in very negative ways. We seem to be past that. The most recent incidents we have had he has led capably or has not been there and let the OIC lead the incident.
2	Yes, unless the Deputy Chief is involved in which case sometimes things can get confused.
3	We are well trained- that much I can say.
4	Lieutenants and Captain work extremely well together, Chief stands back and does what he's told to offer any type of assistance you need, does it to the best of his ability, and works with the team. Deputy attempts to take over no matter what the call and has minimal regard for policy, chain of command, and SOP.
5	I believe that things run smoothly when under the direction of the lieutenants and the acting Captain.
6	They seem to work ok when a real incident occurs.
7	My perception is that officers are coordinated.
8	The non-questioning top down structure works well at incidents and everyone works well within that. Our problems are away from incidents.
9	They are all excellent men, and have tremendous virtues. And, they don't seem to get along all that well. C7, L1 and L2 all seem to be tight with each other. The C1-C2 relationship seems strained, and C2 and everyone else is mixed. But that is partly an artifact of the situation. As XO, it is C2's job to be the bad guy. But that's more in the office. In the field they work well together.
10	Depending on who it is yes or no. This is the one area the Deputy shines. When he is on scene he knows what is going on. I always knew that if I had a problem at a scene he would move heaven and earth to save me. But again he is the Boss, and as such above reproach. His orders were never to be questioned. Even during in-house after action reviews.



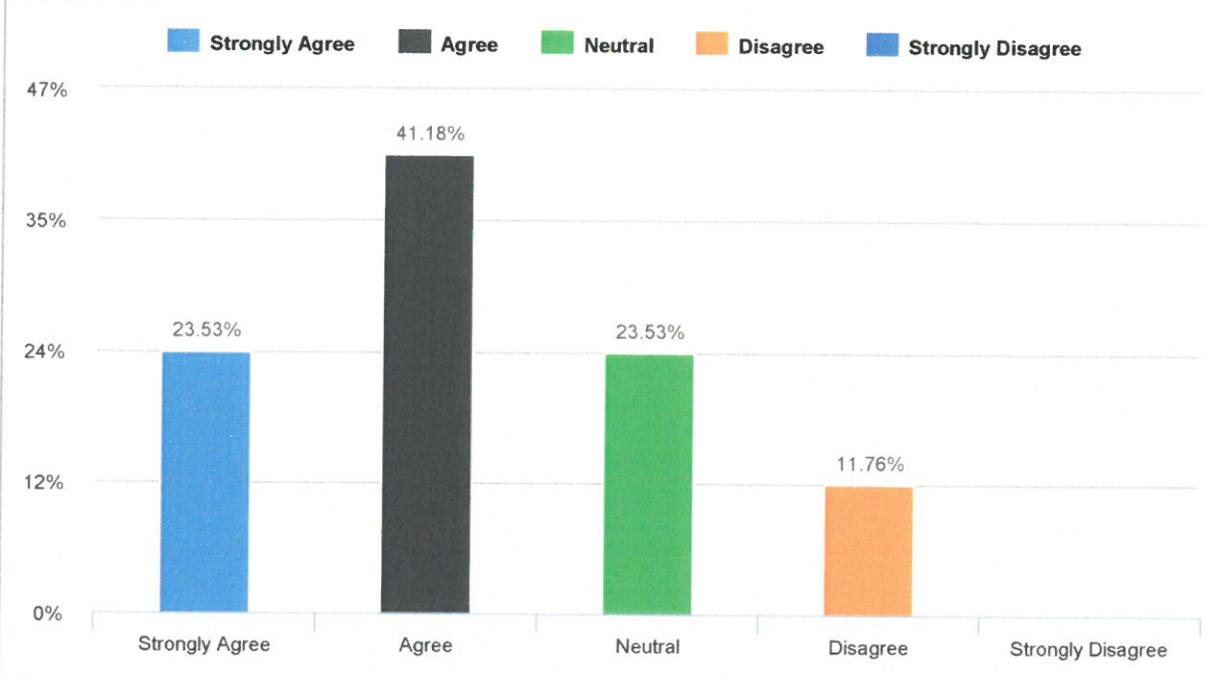
EMPLOYEE SURVEY WITH COMMENTS



EMPLOYEE SURVEY WITH COMMENTS

Q31: The department provides the town with an acceptable level of fire protection.

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

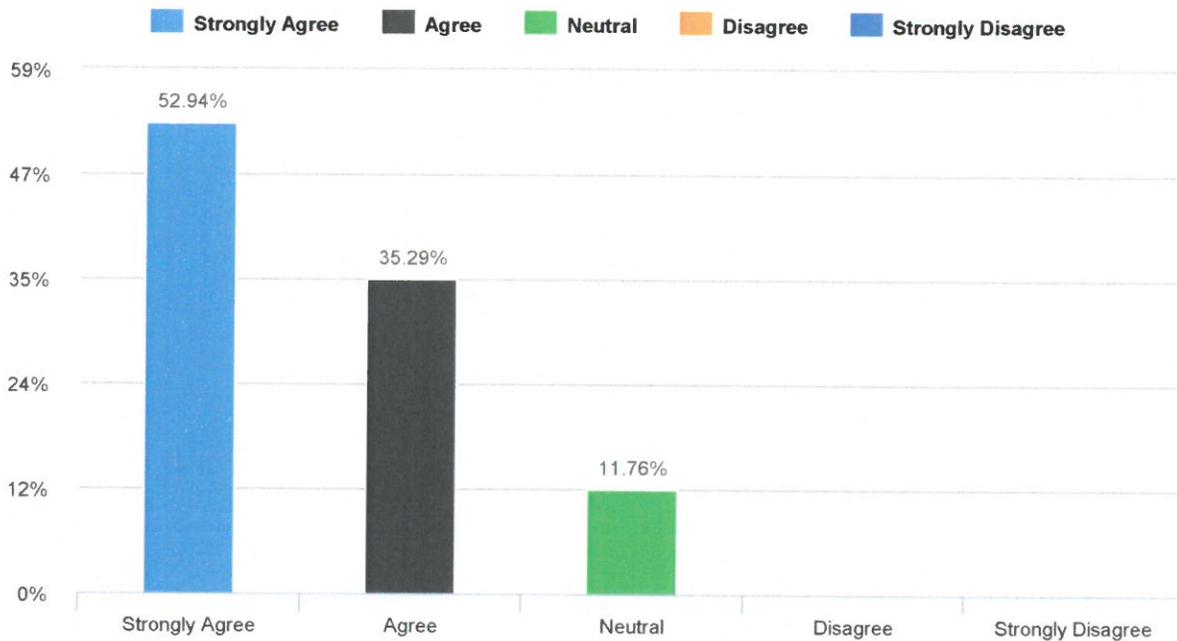
Additional Comments	
No.	Response Text
1	I believe we could do some things better in terms of response time, resource allocation, and spending some resources to reduce the insurance rating for the town. I feel we are capable of bringing that down and save the townspeople lots of money in insurance, especially if we had an outside consultant coach us.
2	I do not know what the definition of "acceptable" is.
3	For a Call Department- pretty darn good I would say.
4	when we have coverage to staff a call we do.
5	While it is difficult to recruit new members to an aging department, I believe this is all the more reason to bring current members along at a faster pace. Firefighters should not be kept in an auxiliary status without driver training for 5, to 8, to ten years. This is a disservice to the town that jeopardizes lives and discourages auxiliary members.
6	We do a great job given our limitations of no hydrants and slower response time. Given those, I think we are very strong.
7	A better radio and paging system is needed.
8	Flannery told us a few years that we could qualify for a better insurance rating if we passed an audit and something like a test. We have not heard anything since. So how much extra am I paying for homeowners insurance because this has not been addressed? Why are the issues not better understood by both the residents and members?
9	Yes. Because of the recent FF 1-2 training from the MFA the level of competence and confidence have improved 100%. These FF are dedicated to the craft and to one another. I have seen what some of the towns around have done. I feel we stack up against them well and do not make many of the mistakes they do.



EMPLOYEE SURVEY WITH COMMENTS

Q32: The department provides the town with an acceptable level of Emergency Medical Services (EMS).

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

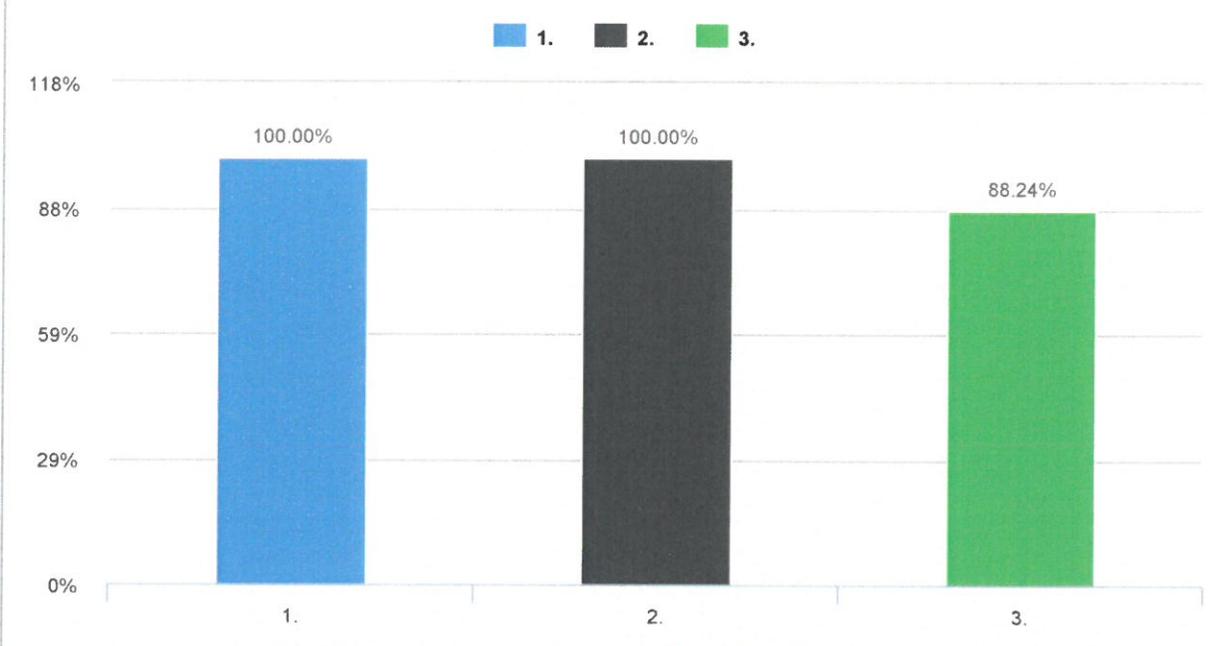
Additional Comments	
No.	Response Text
1	We likely will need to rethink our paramedic service in the future. Senior management has set policies in place that affect our response time but we have worked through those. Burt is a wonderful EMS coordinator.
2	For a Call Department- pretty darn good I would say. The PD who generally get there first have defib, narcans and many are EMTs. Our box gets there usually in a reasonable 6-10 minutes and ALS by Pro rounds out the EMS. Pretty good system most of the time..
3	excellent job. just need more availability and membership
4	I am an EMT and believe our EMT coordinator is one of the strongest links within the department.
5	We do a terrific job, given no emts in the station.
6	From a skill point of view, YES. the downside: reaction time is a cost to having a call force. Our reaction time is good for a call force, but full time would naturally be much quicker. I haven't seen any bad result because of that, but I suppose that someday we might.
7	Same as above.



EMPLOYEE SURVEY WITH COMMENTS

Q33: In your opinion, what are the THREE most significant challenges facing the Carlisle Fire Department in the next five (5) to ten (10) years?

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

1.	
No.	Response Text
1	Current membership aging out, including (especially) officers.
2	Turnover/Retirement
3	Finding new staff
4	the leadership succession plan
5	Declining Membership
6	Residence for staff
7	Recruiting new members
8	Leadership
9	Sufficient staffing, shortages are apparent during week
10	Replacing the Chief & Deputy chief @ retirement
11	Finding a replacement Chief & Deputy Chief
12	New Chief
13	Staffing
14	Keeping personnel
15	Recruitment
16	Future Employee Coverage
17	Replacing the chief and deputy

2.	
No.	Response Text
1	Recruitment - understanding how to recruit, motivate and retain a new generation.
2	Advancement
3	Retirement of Deputy Chief and Chief
4	recruiting newer, younger members
5	Inadequet Budget
6	Staff
7	Opening up all areas of training to every member.
8	Staffing



EMPLOYEE SURVEY WITH COMMENTS

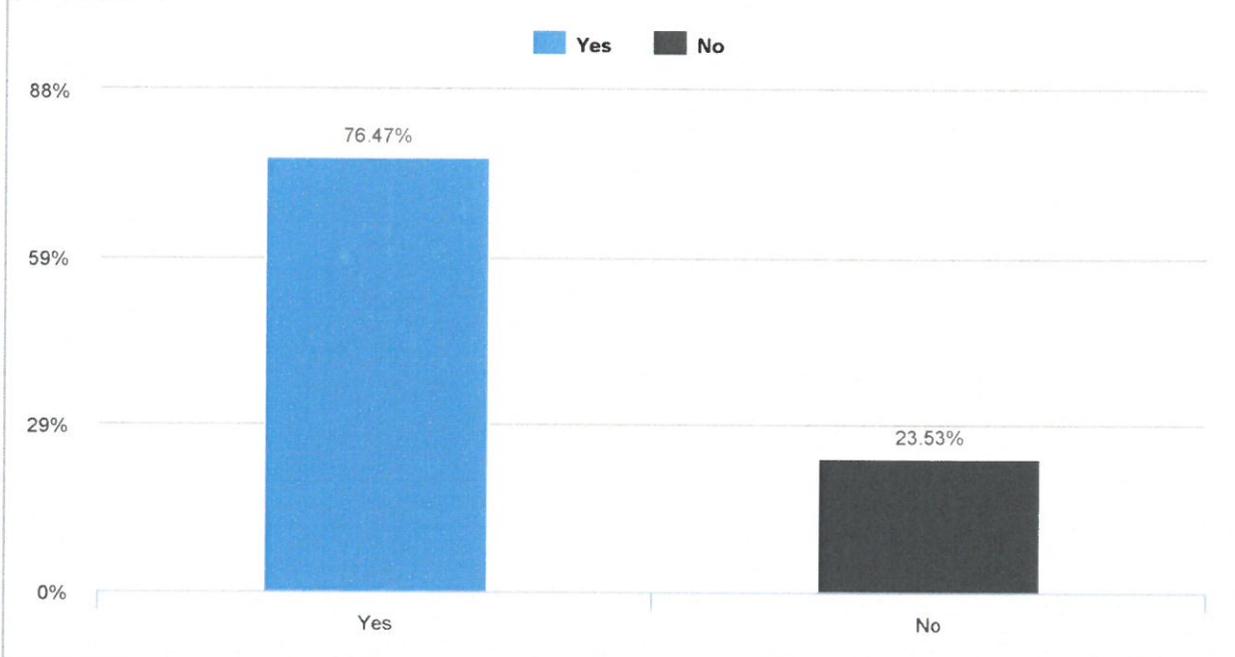
9	Recruiting for present and future, most members are over 45 years old
10	Proper compensation
11	Adding onto / renovating the fire station
12	New Deputy Chief
13	Communications
14	Hiring personnel
15	Leadership transition when C1 & C2 retire
16	Hiring Qualified Employees for the job, due to the nature of the call department, and the low amount of money received by the employee
17	Replacing senior memb. that are leaving or left. recruiting
3.	
No.	Response Text
1	Financial - correct allocation of resources to meet our needs, and getting additional resources as needed.
2	Recruiting
3	Increasing operational costs (primarily equipment)
4	increasing compensation
5	retirements
6	Management retiring
7	Allow a more open and democratic forum on issues.
8	Leadership
9	Leadership transition with looming retirements
10	Station building addition / renovation
11	Staying a call department
12	New Building
13	Firefighter fitness
14	Moral needs to be improved
15	Expanded station



EMPLOYEE SURVEY WITH COMMENTS

Q34: Do you feel the department has a weakness and/or weaknesses in its ability to provide service to the community? If so, what are they?

All Respondents



	Responses	Percentage
Total Responded to this question:	17	94.44%
Total who skipped this question:	1	5.56%
Total:	18	100%

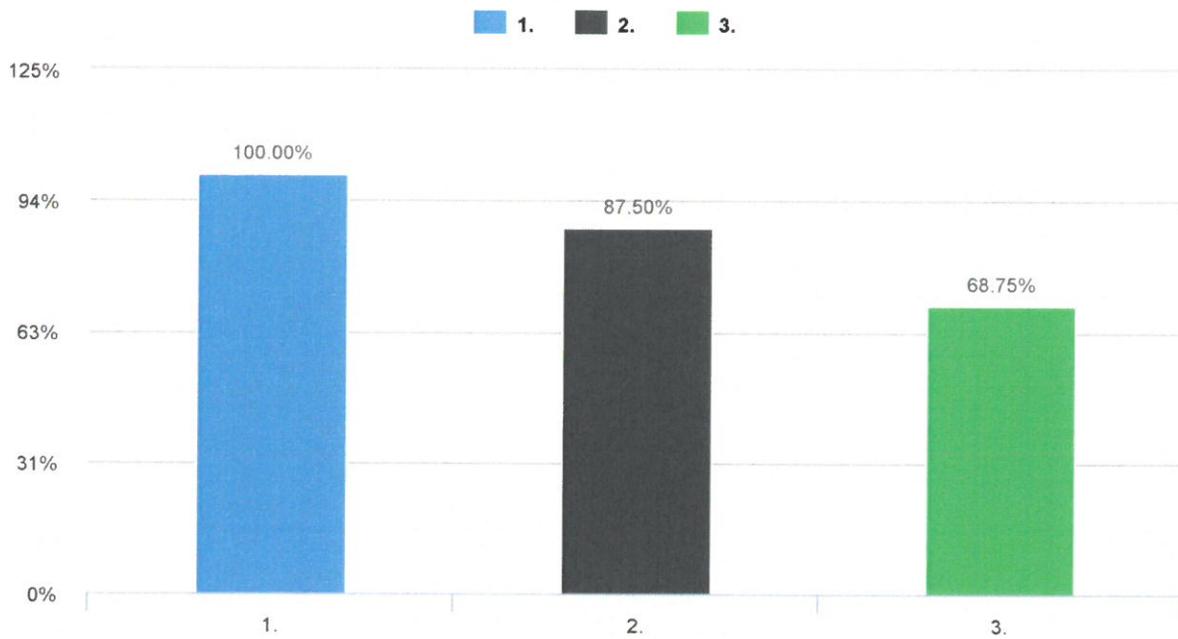
Additional Comments	
No.	Response Text
1	Coverage is an issue. Morale is an issue. Ability to change with the times has been an issue.
2	Occasional shortages of personnel on call
3	Staffing for daytime coverage.
4	The current radio system is hard to use, confusing, and dangerous. This needs immediate attention!
5	While some EMTs live further away than others, critical calls should dictate that the ambulance responds when a qualified crew is available rather than wait for someone who may still be minutes away. This is an absolute disservice to anyone in need of medical help.
6	Main challenge is the same that most call/volunteer departments have in being able to recruit new members. It is a countrywide problem that is not unique to Carlisle.
7	We have availability issues but have covered all calls to date to my knowledge.
8	Radio system
9	The department completely ignores any fitness requirements. New recruits need to pass a physical but then this is completely ignored. There should be a minimum fitness required before donning SCBA and entering a burning building. Ignoring this reality puts everyone at extreme risk. Flannery is completely out of shape but for an out of town mutual aid RIT assignment would leave the team with just 3 Carlisle members who would have to enlist a 4th member from another department. Not good.
10	The problem is staffing. As property gets more expensive, houses are occupied by people who work long hours. Fewer of those people have time to be call fire fighters. And more of them have abstract, intellectual jobs. George Middleton is a HUGELY valuable guy. And he had to move out of town. If the town wants to keep saving money on having a call department, it might think about steering low income housing to guys like that.
11	The time is coming that full time Fire Fighter will be required. So many members have left or were forced out that staffing calls is getting difficult.



EMPLOYEE SURVEY WITH COMMENTS

Q35: Please identify THREE things that you feel the department does very well.

All Respondents



	Responses	Percentage
Total Responded to this question:	16	88.89%
Total who skipped this question:	2	11.11%
Total:	18	100%

1.	
No.	Response Text
1	The membership cares about the service we provide and it shows.
2	EMS Training
3	Camaraderie among members.
4	training
5	Professional representation of town safety administration employee
6	Cost of service
7	Members work well with each other.
8	Medical care
9	Professional service
10	Job Knowledge
11	Training
12	Response to calls
13	EMT calls
14	To me, the thing that pushes me to give more time is the desire to share the load with the guys who have given so much. Maybe that's just cause the senior people are all such good guys
15	Training Sessions every Wednesday
16	Training
2.	
No.	Response Text
1	Equipment is well maintained.
2	Commitment to community
3	apparatus and equipment
4	Fire Training
5	Level of service



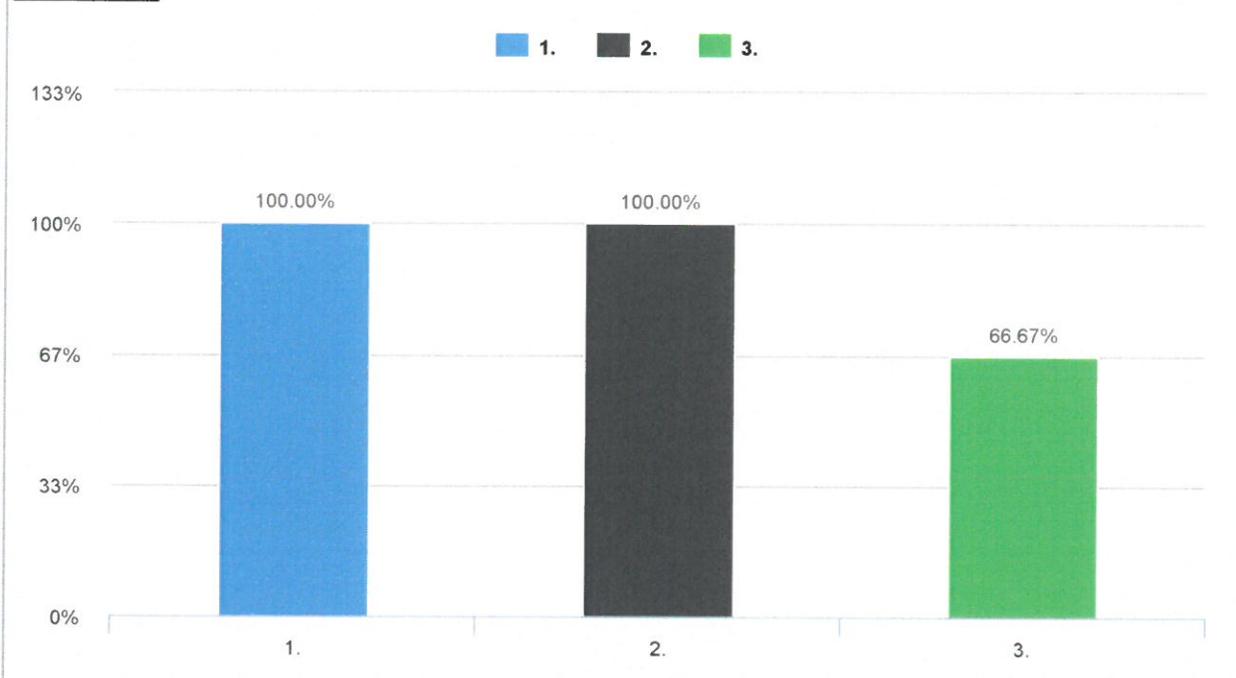
EMPLOYEE SURVEY WITH COMMENTS

6	Overall, the training is good.
7	Water supply
8	Training is frequent and varied
9	Work as a team
10	Working as a team
11	Training
12	Brush fires
13	Burt is an extremely effective EMS director
14	responding to calls
3.	
No.	Response Text
1	Administrative work is done, although for personnel issues they do not appear to be responsive.
2	Response to fire calls
3	most types of calls
4	Emt Training
5	Ability for staff to help others
6	Safety is a priolrity
7	Human interaction
8	Investment in equipment has been strong
9	Provides a high level of service for very little cost
10	Junior officer leadership
11	Chicken BBQ

EMPLOYEE SURVEY WITH COMMENTS

Q36: Please identify THREE things that the department could do better.

All Respondents



	Responses	Percentage
Total Responded to this question:	15	83.33%
Total who skipped this question:	3	16.67%
Total:	18	100%

1.	
No.	Response Text
1	Integrate better with the town. Become less insular. Work with other depts better (police, dispatch, town hall)
2	Training
3	Recruiting
4	relationship with PD
5	Disability for staff
6	Encourage members to learn by mistakes rather than humiliate and punish them.
7	Recruiting
8	Recruiting, retention
9	Recruiting
10	Communication from the Chief
11	Management
12	Recruiting - especially women
13	Allow participation from people who can't currently commit to the minimum. Some of them would get the bug and want more. And at least we could get some use out of the low participation people.
14	Make sure each individual is qualified for their positions before performing the jobs
15	Training
2.	
No.	Response Text
1	Recruitment and retention.
2	Advancement of auxiliaries to regulars
3	Leadership from Deputy Chief and Chief
4	relationship with Dispatch
5	Housing for new staff
6	Allow members to work on skills in small groups on their own with proper supervision.



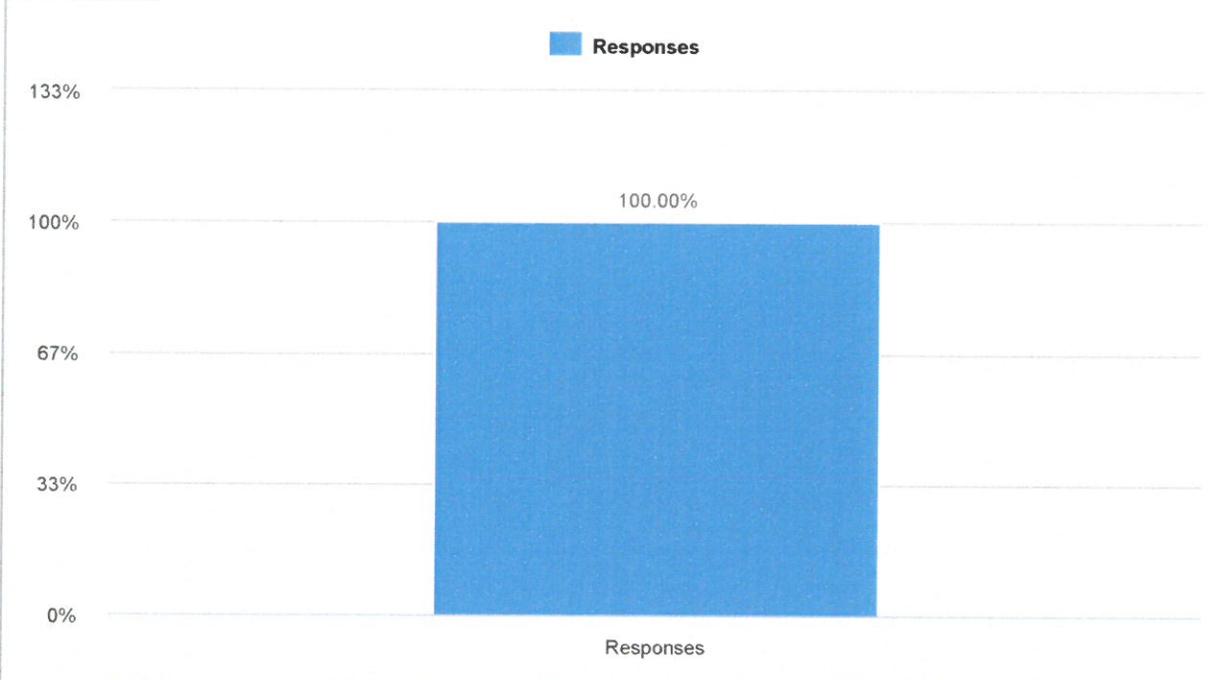
EMPLOYEE SURVEY WITH COMMENTS

7	Training
8	Bring along new members more quickly to
9	Communication at the Chief level
10	Create an environment that people want to work in
11	Training
12	Employee performance reviews
13	Explain to the town just how much we are saving compared to a full-time department
14	Fire prevention education to the public in our town.
15	responding to calls
3.	
No.	Response Text
1	Newer technologies both on the fireground and around IT.
2	Long-term plan
3	moral
4	Stop the constant criticism.
5	Promoting
6	Positive feedback
7	Negotiations between the Chief and Town Hall
8	Physical fitness
9	better labelling on Know box keys at Benfield (very minor point, but I was just there)
10	support its members

EMPLOYEE SURVEY WITH COMMENTS

Q37:If you could change something about the Carlisle Fire Department, what would it be?

All Respondents



	Responses	Percentage
Total Responded to this question:	15	83.33%
Total who skipped this question:	3	16.67%
Total:	18	100%

Additional Comments	
No.	Response Text
1	Change the deputy's role considerably. A transition to new leadership should be happening now. Our current junior officers need to be making \$200 mistakes now because they will be making multi thousand dollar decisions soon. Recruitment needs to be completely revamped.
2	More participative creation of plans, policies, guidelines.
3	The Deputy Chief should be given the opportunity to share his knowledge, but not from a leadership position. The Chief is too timid and does not present a strong face to the community. I would like to think that they could be professionally coached to improve their style, but I think that their issues are too closely tied to their personalities... and thus they may need to be replaced.
4	However, the historical division of responsibilities where C2 runs the day to day and C1 takes care of administrative seems outmoded at this point. A more hands on Chief would be better I think, and the Captain (C7) should be given the training responsibility entirely- as how it is supposed to be. In my opinion, C2's major faults: he micro-manages everything; members new and old are kept on a short leash with no room to breathe. Chain of command seems more important than anything else; any perceived threat to that and watch out.
5	Disability insurance and housing radio communications
6	The Deputy Chief.
7	We need better leadership that listens, is involved and works with members and not against them.
8	Recruit new members and bring them along to regulars more quickly.
9	1. Less availability requirements with higher compensation. This would attract more recruits.
10	1.Find a new Chief. 2.Lessen the availability requirements 3.In the declining state of the fire department the Chief has implemented more rules and regulations to the point where the members either don't read them, concenter them a joke or can't comply. This seems to be his answer to fixing the current problems of the department. What we need is a new Chief, less rules and higher Compensation
11	New management
12	Get rid of Flannery.



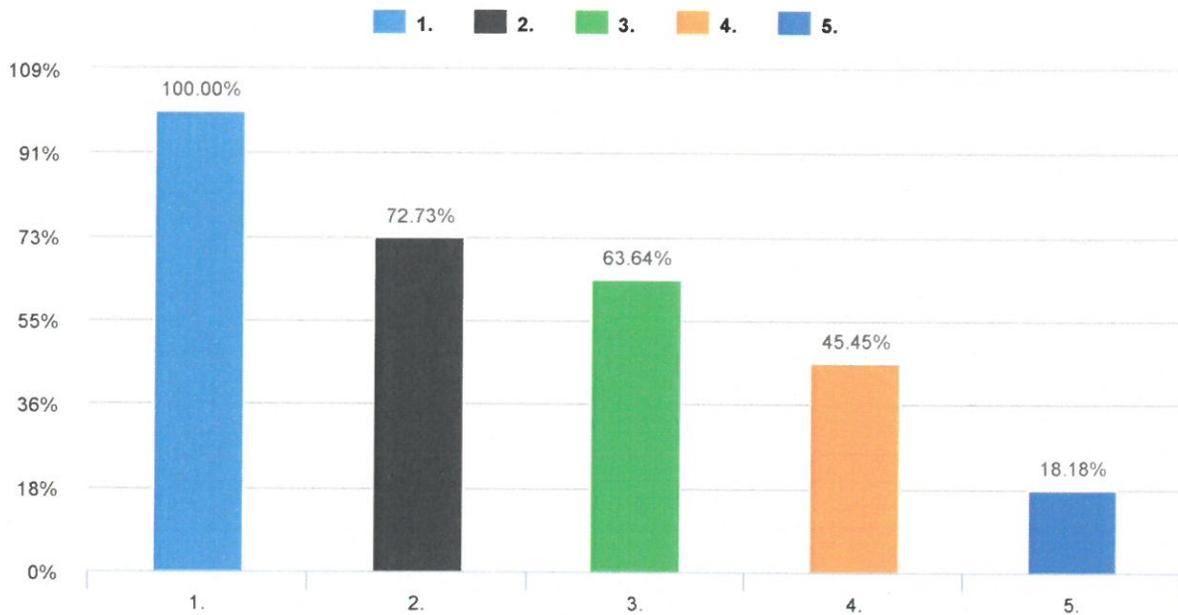
EMPLOYEE SURVEY WITH COMMENTS

13	This is a couple years down the road, but JJ Supple is an extremely effective personnel manager. He's a good fireman too, but his interpersonal game is fabulous. Matt Svatek is a really effective trainer and technical expert. When current command retires, I hope those two will be willing to step up.
14	If I could change anything, It would be the roles of the Officers. Chief and Deputy positions. I feel like there are personality boundaries which restrict them from being better chief's.
15	Remove the deputy. Most of the tension would leave. The Captain, and Lieutenants do a good job of support and teaching the members. Given the chance I think they could turn the moral around quickly. v

EMPLOYEE SURVEY WITH COMMENTS

Q38: Sometimes the smallest changes can have a profound positive impact. Can you name a few little things that could be done for little or no money that would, in your opinion, improve the Carlisle Fire Department?

All Respondents



	Responses	Percentage
Total Responded to this question:	11	61.11%
Total who skipped this question:	7	38.89%
Total:	18	100%

1.	
No.	Response Text
1	Quit micro management - allow membership to do recruitment and outreach.
2	Plan for advancement of auxiliaries to regulars
3	The Deputy Chief should not lead after action reviews.
4	Invite the dispatch department to participate in our training
5	The changes that need to be made have little or nothing to do with finances.
6	Clean all of the crap out of the station
7	Email notification to dept before weekends to let us know how many will be out of town per NetDuty sign ups
8	No
9	New tee shirts for everyone yearly
10	Idiot proof the trucks with big print labels on everything
11	At this point I do not feel another department cookout or

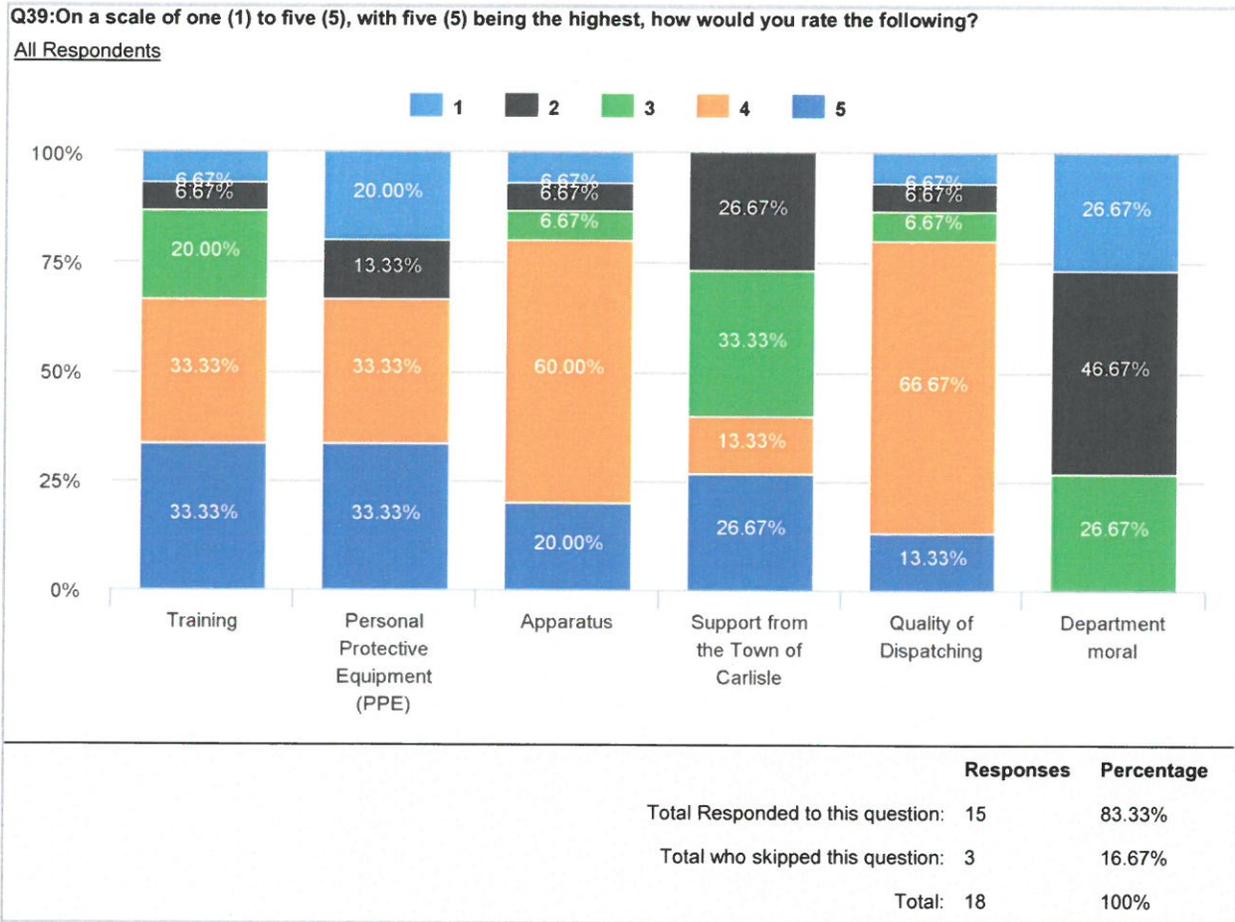
2.	
No.	Response Text
1	Regular short reviews with personnel.
2	Succession planning for retiring senior personnel & officers
3	The Deputy Chief should not be the one to deliver negative feedback at the Wed. training meetings.
4	Invite dispatchers and PD to our social functions
5	Actually listen to suggestions
6	Monthly dinner at the station
7	Positioning plans for all public buildings
8	the like will help. A new chief and deputy are needed. The



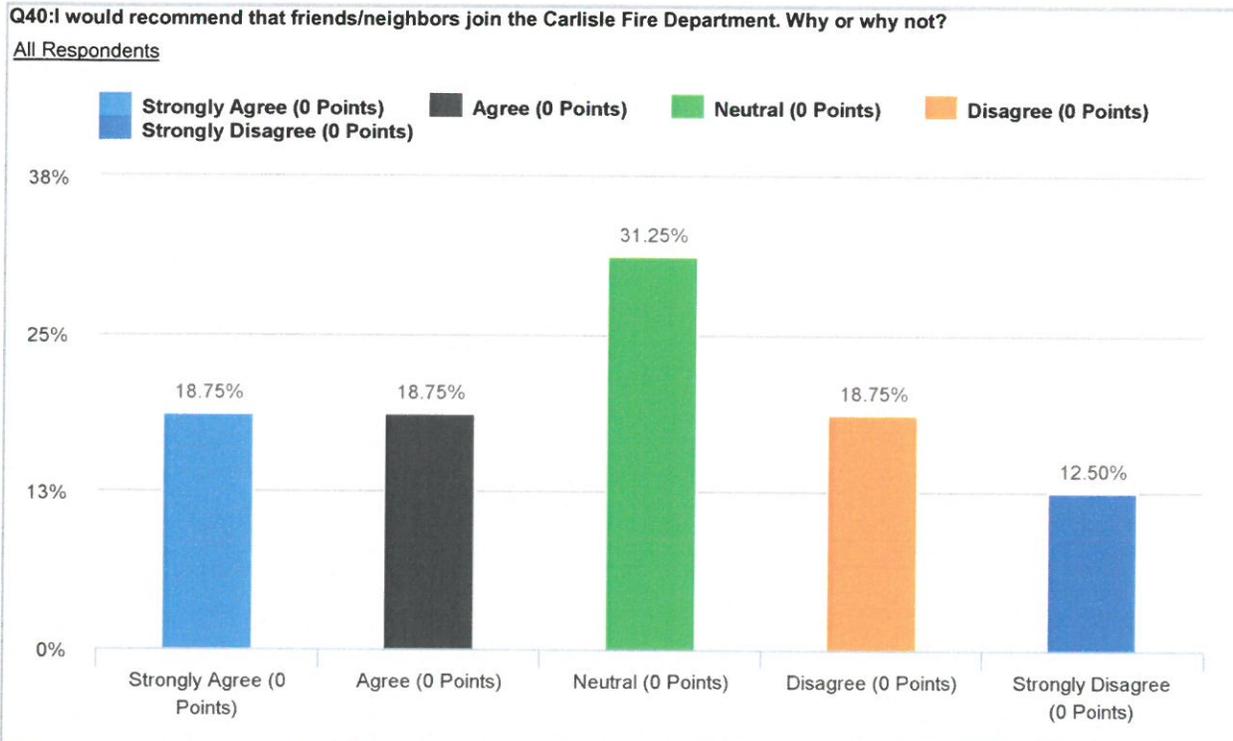
EMPLOYEE SURVEY WITH COMMENTS

3.	
No.	Response Text
1	Promote qualified candidates.
2	More delegation and sharing of responsibilities
3	Recognize people for years of service prior to 10th year.
4	Notify and invite the public to watch our training around town
5	Get more aux FFs more training
6	Smart phone communications
7	moral should improve at that time. Things like the public
4.	
No.	Response Text
1	Work with other towns better, provide mutual aid and report on what we learn.
2	Invite potential candidates to sit in at training meetings
3	Change to attitude from negative to positive
4	In town EMT training
5	recognition by the selectman are always suspect.
5.	
No.	Response Text
1	Outreach to the town.
2	Physical fitness training

EMPLOYEE SURVEY WITH COMMENTS



EMPLOYEE SURVEY WITH COMMENTS



	Responses	Percentage
Total Responded to this question:	16	88.89%
Total who skipped this question:	2	11.11%
Total:	18	100%

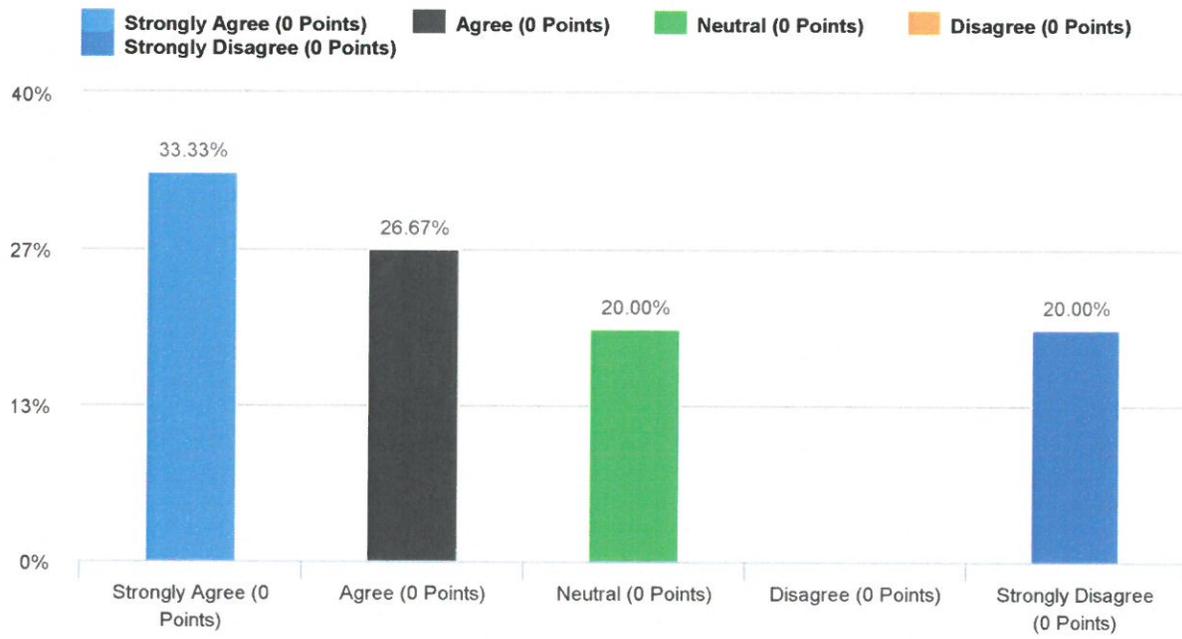
Additional Comments	
No.	Response Text
1	I tell them the membership is great, but senior management is rough.
2	Rewarding brotherhood & chance to return back to community
3	Not until the issues related to the Deputy Chief and Chief are resolved.
4	Yes, but I would fully brief them on the reality of what to expect.
5	Things need to change for this department to survive.
6	Need to fix the fundamentals first
7	I do try to recruit. It is a difficult and demanding commitment but very rewarding.
8	The requirements to join are to high
9	The availability requirements are to high and the compensation is to low.
10	A ton of stuff that's fun to learn.
11	I did for many years. But now the place is in such turmoil.



EMPLOYEE SURVEY WITH COMMENTS

Q41: The compensation that I receive for serving is important to me.

All Respondents

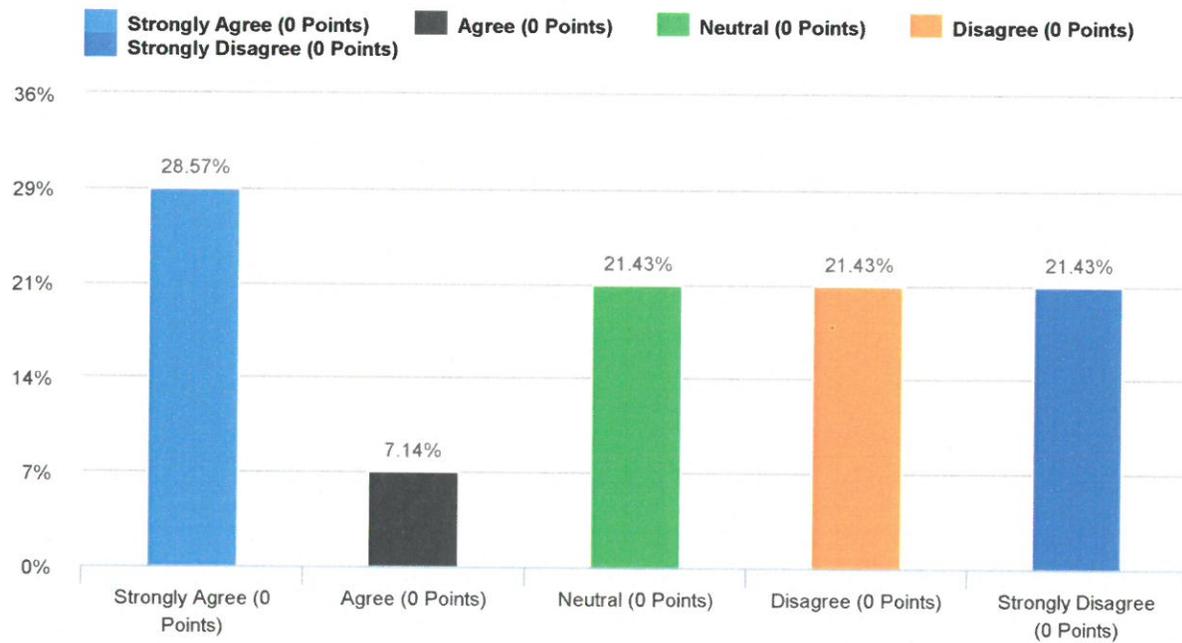


	Responses	Percentage
Total Responded to this question:	15	83.33%
Total who skipped this question:	3	16.67%
Total:	18	100%

EMPLOYEE SURVEY WITH COMMENTS

Q42:Improvements in compensation would improve my availability.

All Respondents



	Responses	Percentage
Total Responded to this question:	14	77.78%
Total who skipped this question:	4	22.22%
Total:	18	100%

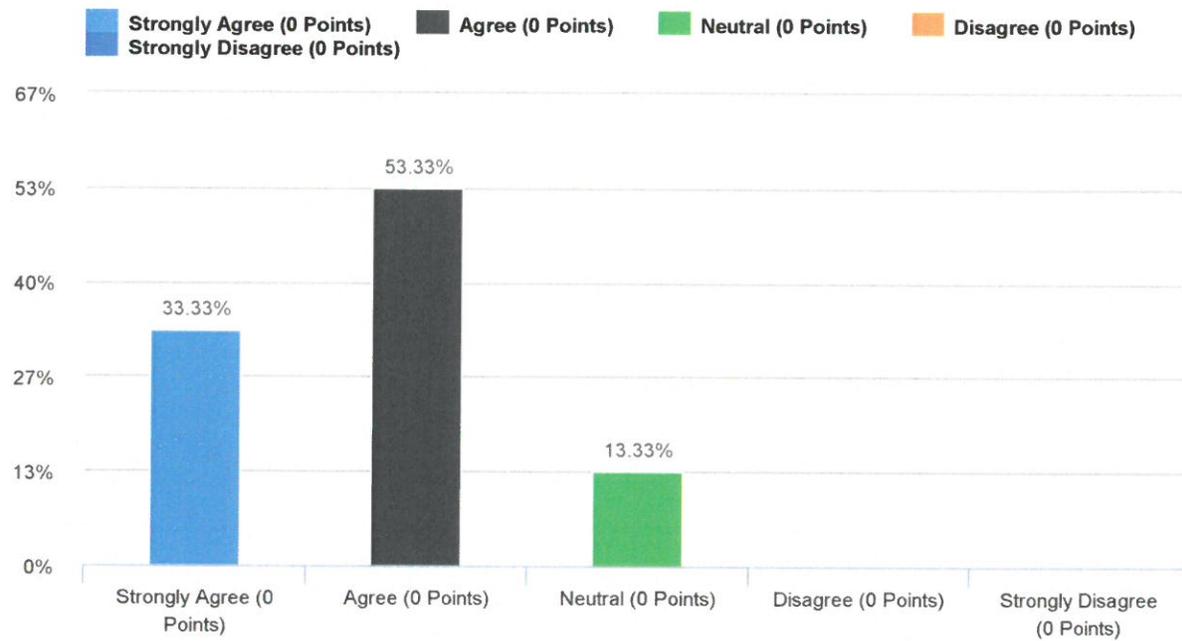
Additional Comments	
No.	Response Text
1	Would be nice to have increase but not my motivation.
2	The new availability requirements, especially for company one are so unrealistic and annoying that it is difficult to consider the current pay rate objectively but the pay is very low considering the disruption required in my job and family
3	This would improve my availability. I personally can not afford to live in the Town of Carlisle, let alone the amount of money we make is not sustainable to live off of. This makes us focus on a full time job elsewhere. Having a full time job elsewhere limits our availability to be on call.
4	It would not have. I was giving as much as i could.



EMPLOYEE SURVEY WITH COMMENTS

Q43: I feel that the department is well regarded by the people in the town.

All Respondents



	Responses	Percentage
Total Responded to this question:	15	83.33%
Total who skipped this question:	3	16.67%
Total:	18	100%

Additional Comments

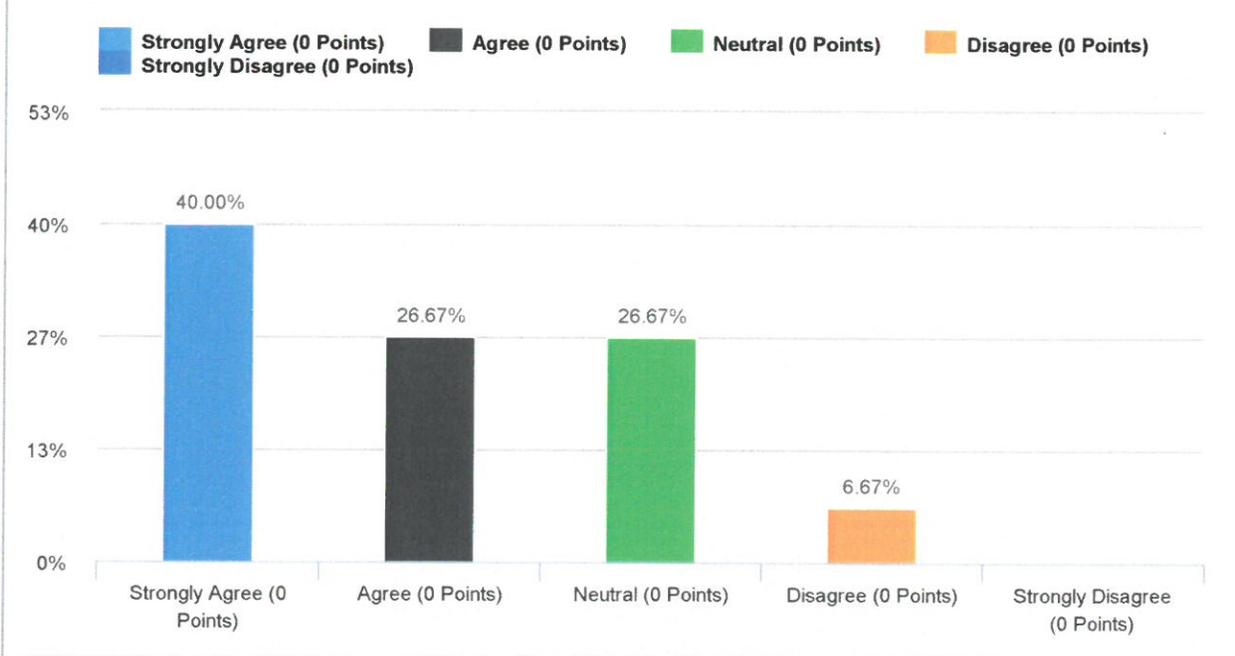
No.	Response Text
1	Usually when mgmt make an ass of themselves it reflects on them and not the department.
2	Town gives strong approval for purchasing new equipment. Not sure enough know the commitment we put into the department.
3	this is very uneven through out town - newcomers have no idea
4	The ones that know CFD cant understand why c2 is there



EMPLOYEE SURVEY WITH COMMENTS

Q44: The department needs to be more visible or engaged with the town. If so, in what ways could this be accomplished? Please add comments below.

All Respondents



	Responses	Percentage
Total Responded to this question:	15	83.33%
Total who skipped this question:	3	16.67%
Total:	18	100%

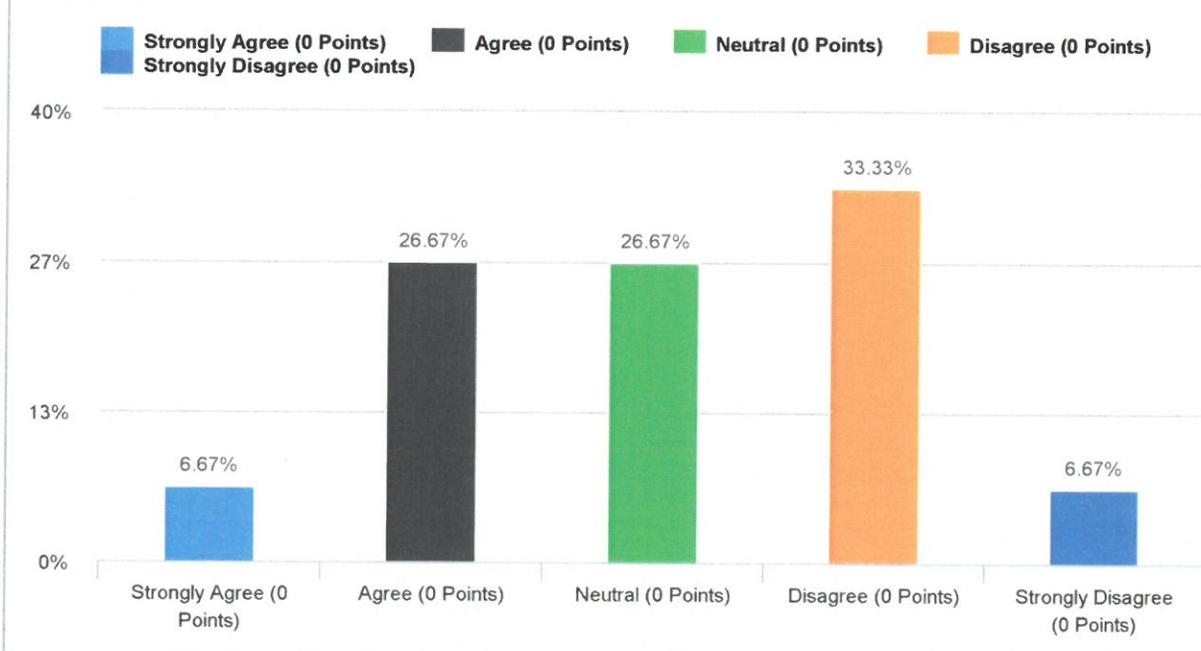
Additional Comments	
No.	Response Text
1	Open house could be greatly improved. More involvement with schools. Attend town events. The list can go on and on and does not always need to require an officer.
2	Town needs to understand role and capabilities and limitations of CFD
3	I think we need to work closer with PD.
4	The public and potential candidates should be encouraged to watch our training sessions, and potential candidates should be encouraged to sit in at meetings.
5	I think the department is engaged.
6	More active at old home day, be out and about more and in schools
7	Department could do more self promotion. I sometimes meet residents that are not aware we are a call department.
8	Any brainstorming and enthusiasm for better PR such as demonstrations during Old Home Day and other reach out initiatives have been squashed over the years by Flannery and White.
9	I think we could do some articles in the Mosquito that would explain the day to day of the department and I think some people would find that attractive.
10	We could do "fill the boot" fundraisers in the center of town. We could do fire prevention lectures at the school for the children and parents.
11	chief and deputy are not interested. So nothing will happen



EMPLOYEE SURVEY WITH COMMENTS

Q45: I feel that I could increase my availability. If so, what factors would encourage me to do this? In comments, please state ways this might be accomplished.

All Respondents



	Responses	Percentage
Total Responded to this question:	15	83.33%
Total who skipped this question:	3	16.67%
Total:	18	100%

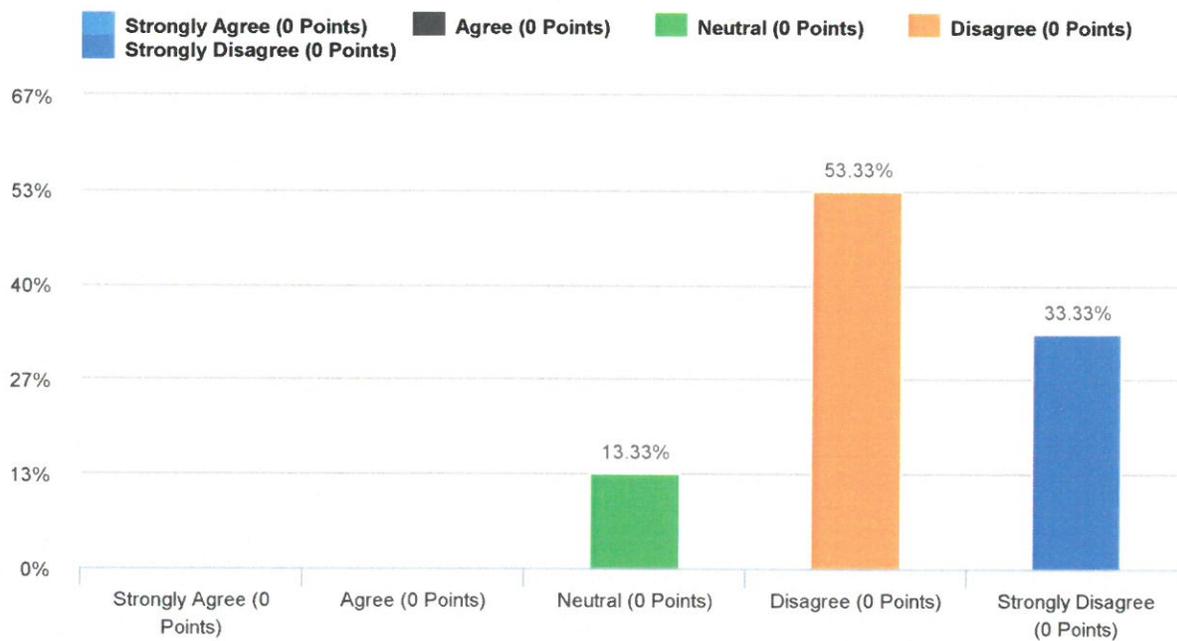
Additional Comments	
No.	Response Text
1	The feeling that I am performing a vital public service, rather than it being an opportunity to fail.
2	I already have 350+ hours per month availability
3	I have a job outside of town which governs my availability.
4	My case is special in that I live out of town but work in town. I pretty much am available the maximum amount I can do on a practical basis. I don't see that changing anytime soon.
5	I am available as much as my life allows. I believe most members are.
6	I cannot increase availability.
7	I could not increase availability. Too many other family and work commitments.
8	Higher compensation, with a new Chief.
9	Availability is low for (4) reasons. #1) Moral. #2) there are not enough members. #3) people have less time to give today. #4) Increase compensation.
10	If the Chief and Deputy Chief stopped whining about everyone's availability of lack thereof I may be inclined to turn my light on more often.
11	If I felt I was not just enabling Flannery I could be more available. I hate working under him.
12	We are always so low on coverage on day shifts and weekend nights and over nights. If i was getting shifts to work, than my availability will be greater.
13	I was giving what i could. More money would not help



EMPLOYEE SURVEY WITH COMMENTS

Q46: I feel that the administration of the department supports or helps the team spirit of the department.

All Respondents



	Responses	Percentage
Total Responded to this question:	15	83.33%
Total who skipped this question:	3	16.67%
Total:	18	100%

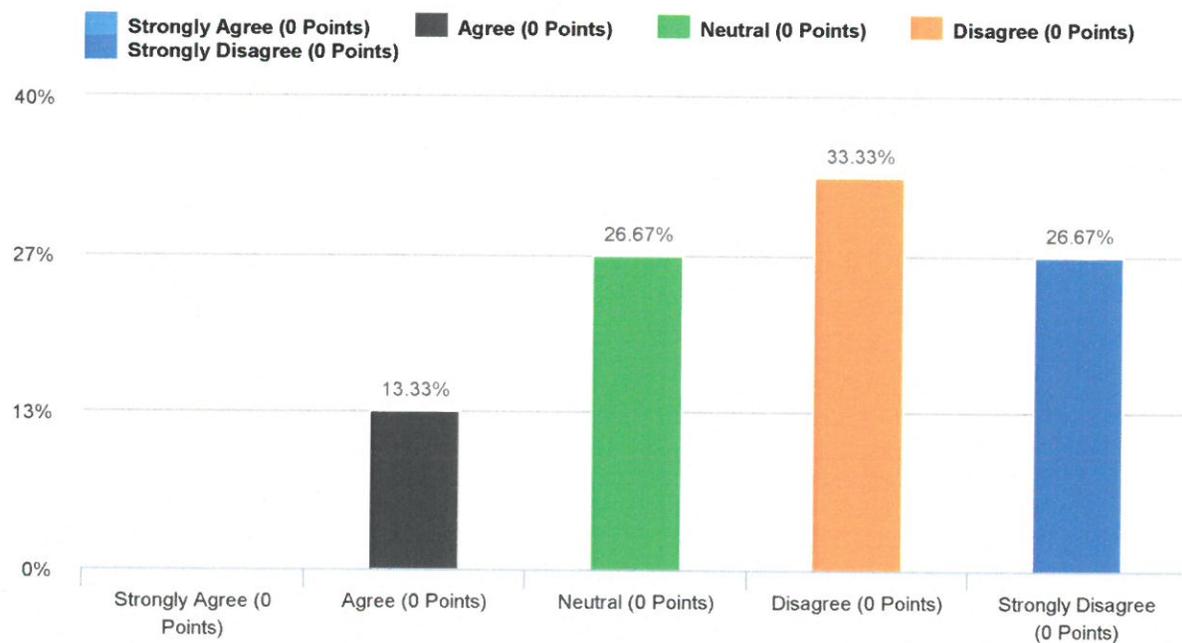
Additional Comments	
No.	Response Text
1	This is a joke, right? We do rally around each other I suppose.
2	I think the Chief and Deputy Chief hurt this.
3	No. The officers don't work as team (it's run by one person) and the Chief doesn't participate all that much in day to day ops. Moral of the department has been low fr a long time with a lot of underlying dissension.
4	I've stated my case in this survey.
5	Administration has some strengths but engendering morale is not one of them.
6	Only if it is the Deputy's way
7	What team spirit we have is organic to the grunt level and happens in spite of the administration.
8	It actively does the opposite. divide and concour



EMPLOYEE SURVEY WITH COMMENTS

Q47: I feel that the administration of the department "has my back".

All Respondents



	Responses	Percentage
Total Responded to this question:	15	83.33%
Total who skipped this question:	3	16.67%
Total:	18	100%

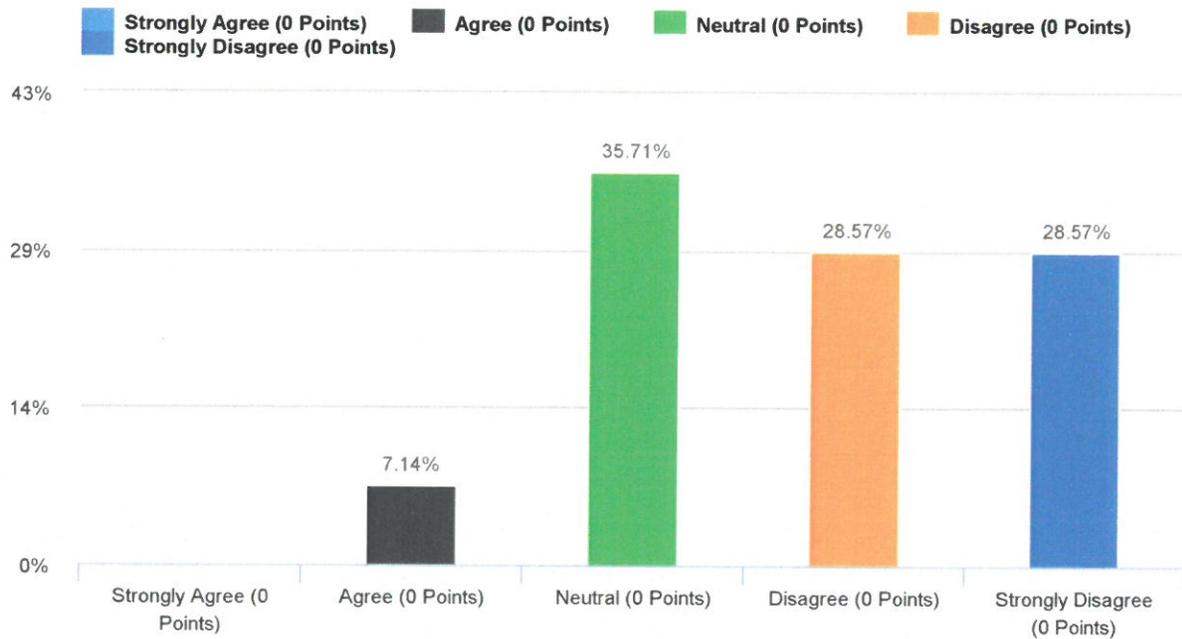
Additional Comments

No.	Response Text
1	Whether they over think things or don't have all the information, it has been true numerous times that they run over members rather than solve issues.
2	Not consistent to all members
3	I am not sure how this applies to me.
4	Not really sure about that, if the doo-doo hit the fan.. Not like the previous Chief who you knew had your back no matter what.
5	The Chief is weak and the Deputy Chief is a bully.
6	I have never had a problem.
7	Flannery makes a show of his early work in critical incident stress management but I never see that on a functional level around the station. He allows White to bully with impunity. He does not demonstrate a "do the best you can" acceptance.
8	they wanted me out and got it Dec 2014

EMPLOYEE SURVEY WITH COMMENTS

Q48: I feel that individual initiative is supported and administration channels the initiative in a constructive way.

All Respondents



	Responses	Percentage
Total Responded to this question:	14	77.78%
Total who skipped this question:	4	22.22%
Total:	18	100%

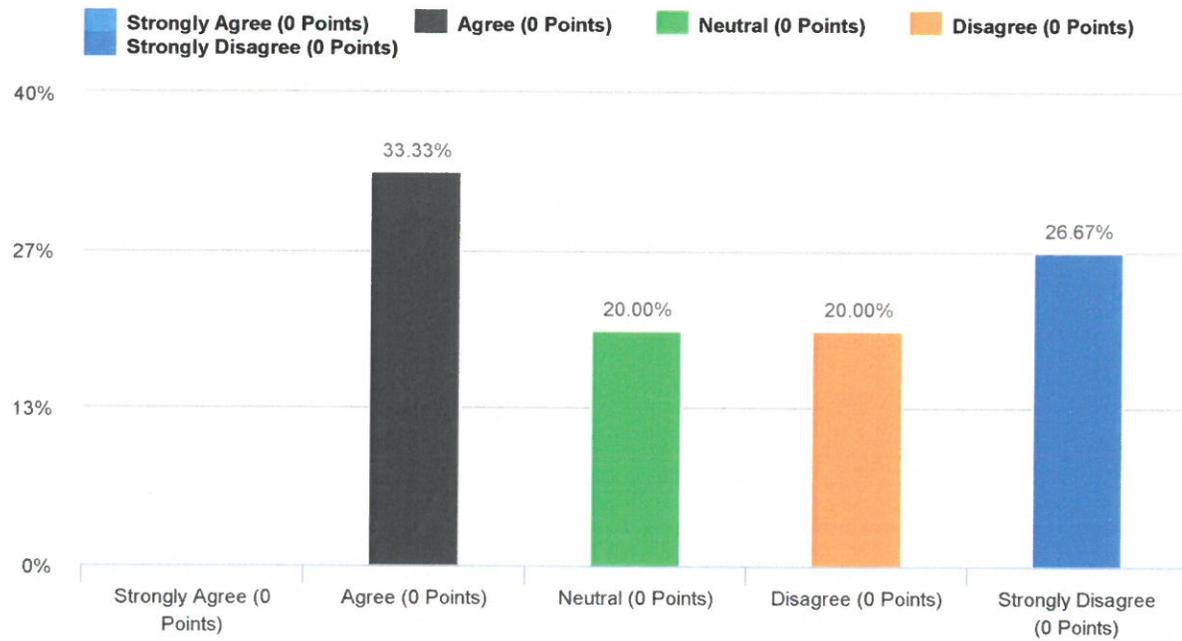
Additional Comments	
No.	Response Text
1	We came to a point where folks were afraid to respond to calls. At this point we have rallied together and support each others decisions even if initiative is not supported. Micro-management and initiative don't go well together. Many members are senior employees in their careers and it is a shame to not allow them to use their talents for the town.
2	very variable
3	The Deputy Chief likes it his way and has a hard time hearing about suggested changes.
4	Not really. Innovation tends to be frowned upon and only reluctantly approved in most cases.
5	redundant
6	This question might be better directed to others. At least for the present, I am learning all I can and don't have a lot of ideas about how things should go.
7	it is considered as trying to take over or cause problems



EMPLOYEE SURVEY WITH COMMENTS

Q49: I feel that the administration of the department is receptive to my concerns.

All Respondents



	Responses	Percentage
Total Responded to this question:	15	83.33%
Total who skipped this question:	3	16.67%
Total:	18	100%

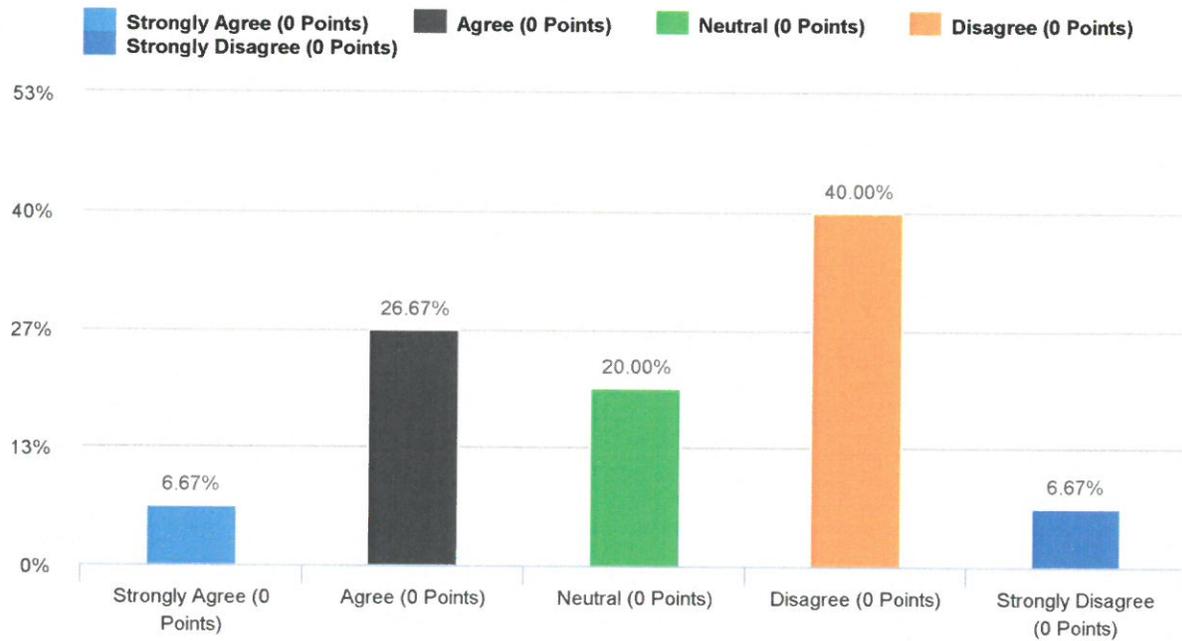
Additional Comments	
No.	Response Text
1	The deputy will listen. I really don't think the chief does except to the deputy, even though the two disagree a lot.
2	not true for all members
3	The Deputy Chief does not receive concerns well, as he "hears" them as criticism vs. constructive comments.
4	Yes and no. The Chief doesn't listen well and talks over you in one on one conversation.
5	asked and answered
6	Sometimes yes. but most times I was considered trouble



EMPLOYEE SURVEY WITH COMMENTS

Q50: I feel that personnel progress with training and responsibility efficiently.

All Respondents

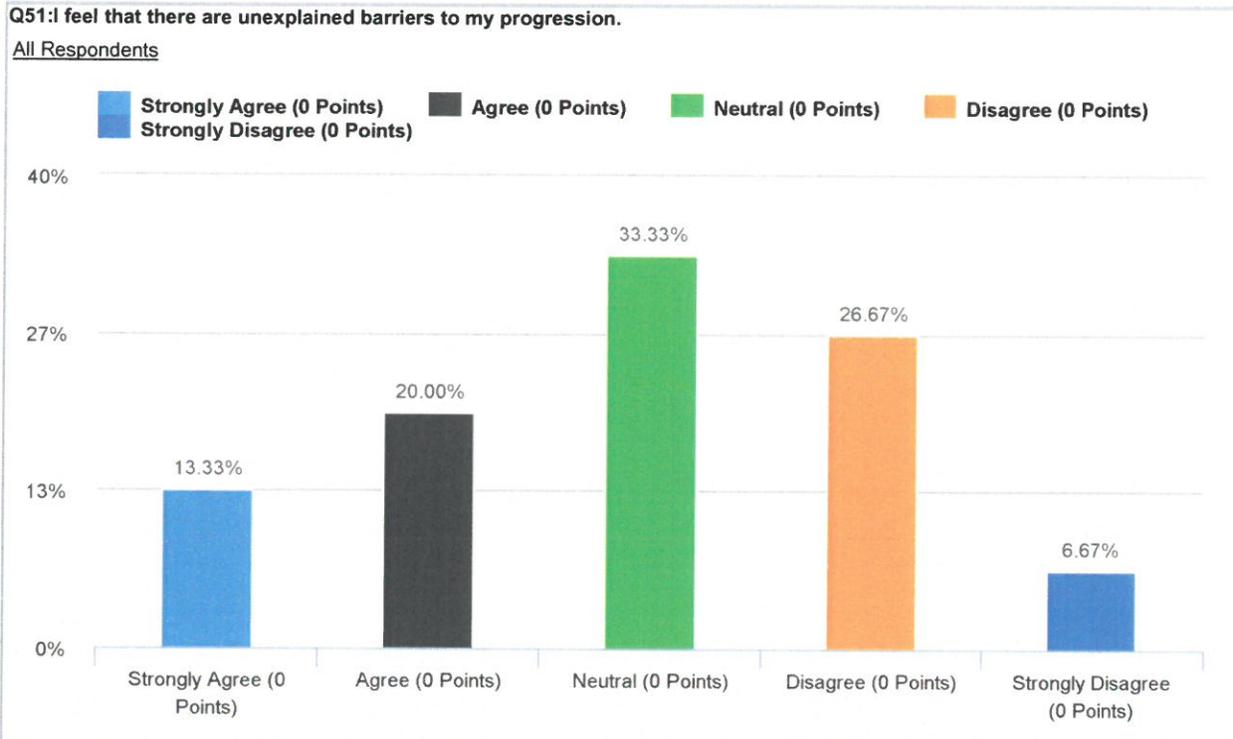


	Responses	Percentage
Total Responded to this question:	15	83.33%
Total who skipped this question:	3	16.67%
Total:	18	100%

Additional Comments

No.	Response Text
1	need to be more aggressive on progressing
2	I believe everyone tries their best.
3	Department needs to move qualified auxiliaries to regular status much more quickly.
4	The Deputy is a control freak and has trouble letting people learn.
5	There is no clear path to advancement. changes each time

EMPLOYEE SURVEY WITH COMMENTS



	Responses	Percentage
Total Responded to this question:	15	83.33%
Total who skipped this question:	3	16.67%
Total:	18	100%

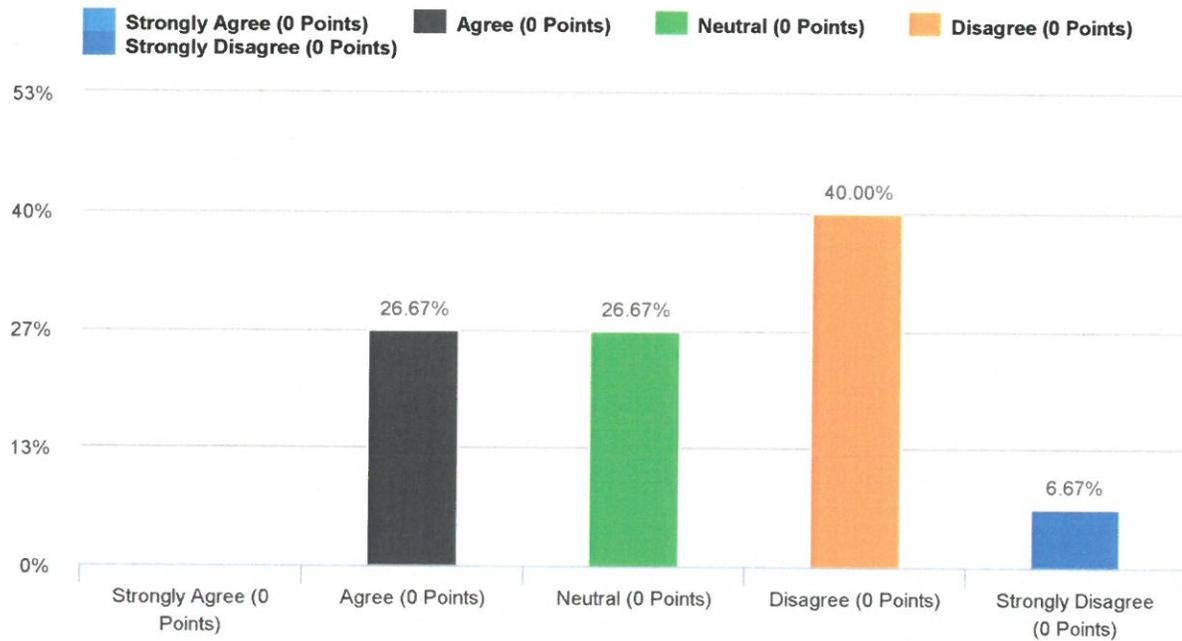
Additional Comments	
No.	Response Text
1	I have had less problems than others.
2	In my case, I have no aspirations to advance beyond my position at this point. There was a situation some years back when I tried out for a Ladder Operator position, did everything right but wasn't qualified I think because I wear glasses. But that was never stated. Some other excuse was used..
3	Are barriers are obvious.
4	If the deputy does not like you, you are dead in the water



EMPLOYEE SURVEY WITH COMMENTS

Q52:I feel that feedback from management is constructive.

All Respondents

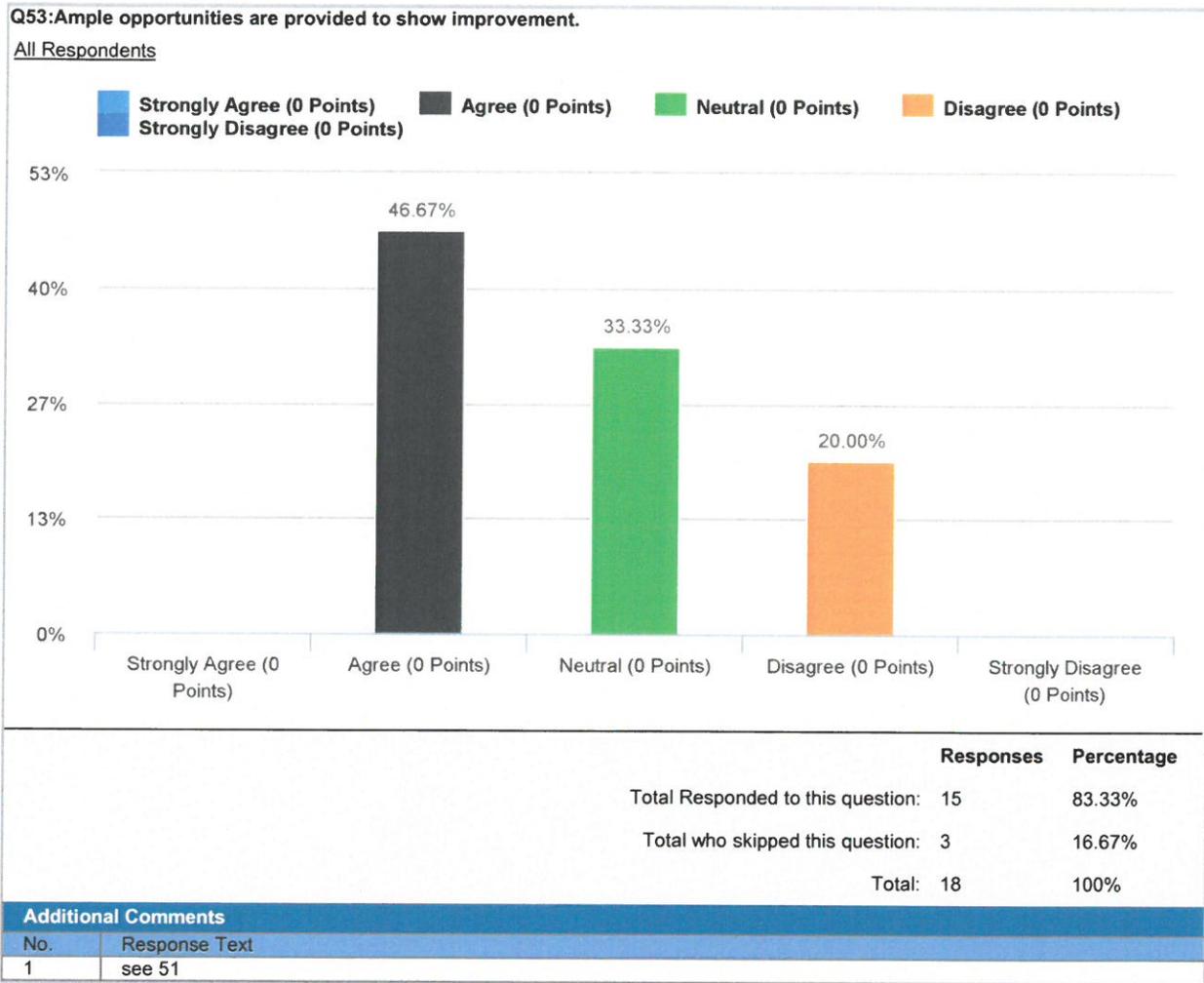


	Responses	Percentage
Total Responded to this question:	15	83.33%
Total who skipped this question:	3	16.67%
Total:	18	100%

Additional Comments

No.	Response Text
1	inconsistent
2	Depends on the day, and which way the wind blows..
3	It is anything but constructive. It is demoralizing.
4	They try, they could do better
5	Good from junior officers on a casual basis. Absent completely from Flannery.
6	its most likely unclear as to what they want. It changes

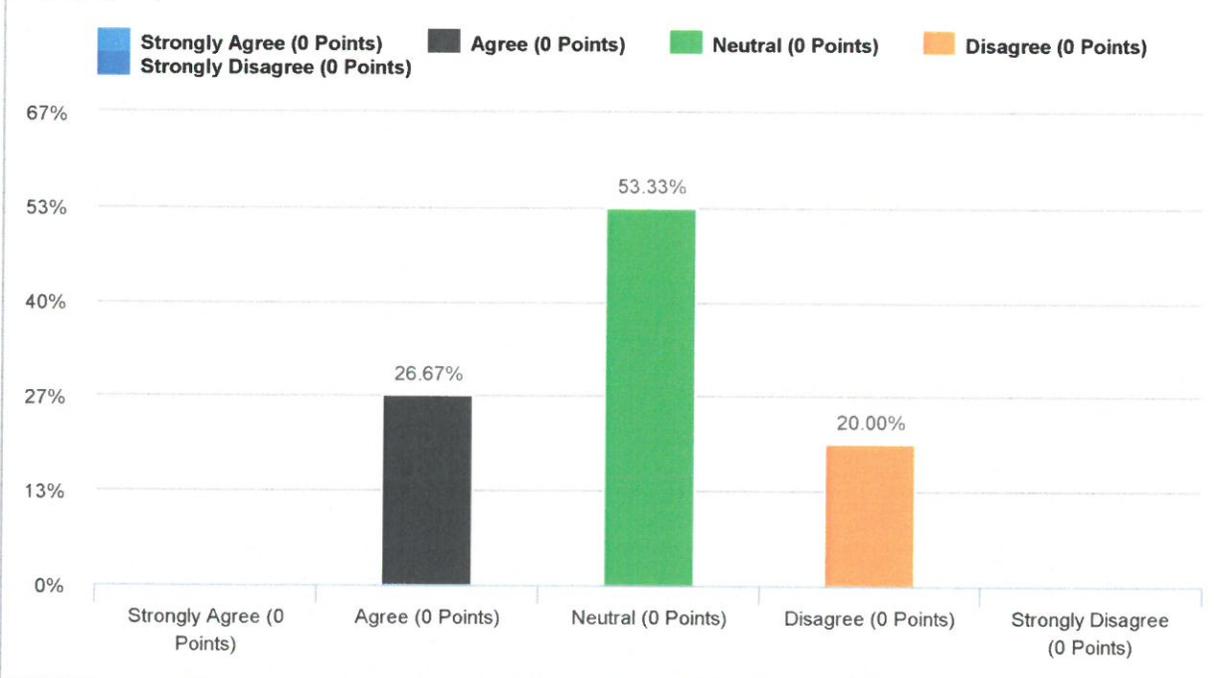
EMPLOYEE SURVEY WITH COMMENTS



EMPLOYEE SURVEY WITH COMMENTS

Q54:Improvement is acknowledged.

All Respondents



	Responses	Percentage
Total Responded to this question:	15	83.33%
Total who skipped this question:	3	16.67%
Total:	18	100%

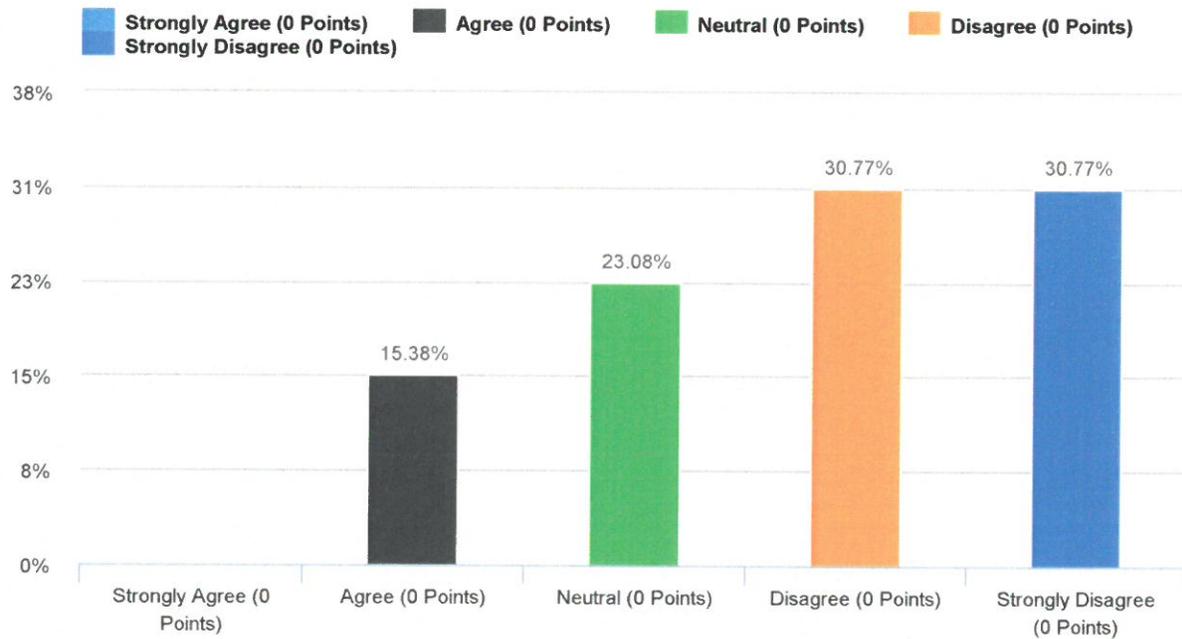
Additional Comments	
No.	Response Text
1	Grudgingly most of the time by upper management. The line officers C7, L1, L2 are much better.
2	Sometimes. but comes with mixed messages



EMPLOYEE SURVEY WITH COMMENTS

Q55: Recruiting efforts are adequate and ongoing for the Carlisle Fire Department.

All Respondents



	Responses	Percentage
Total Responded to this question:	13	72.22%
Total who skipped this question:	5	27.78%
Total:	18	100%

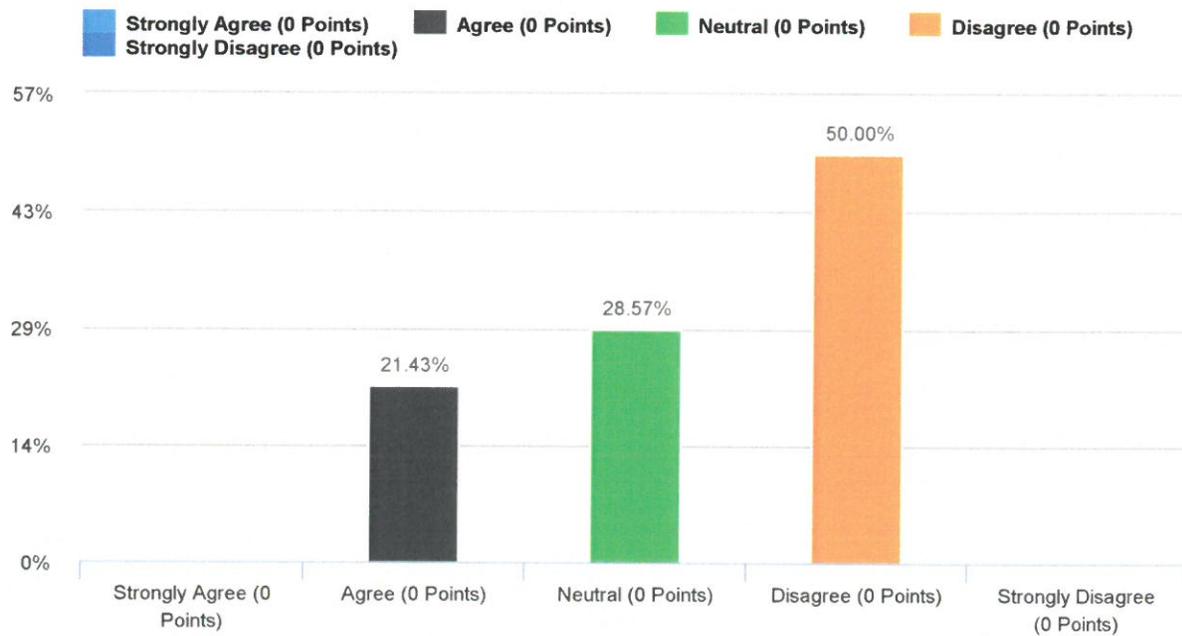
Additional Comments

No.	Response Text
1	They don't know who to recruit, how to do it, or how to build a pipeline.
2	This is a major problem.
3	They have not been ongoing which is why we've been in crisis mode for a while.
4	It has improved this year with new recruits.
5	Ongoing YES. Adequate NO.
6	Ongoing yes. Adequate no.
7	They have really stepped it up in the past year or so
8	they are haphazard at best

EMPLOYEE SURVEY WITH COMMENTS

Q56: The Incident Command System (ICS) is used effectively by the department on every incident.

All Respondents



	Responses	Percentage
Total Responded to this question:	14	77.78%
Total who skipped this question:	4	22.22%
Total:	18	100%

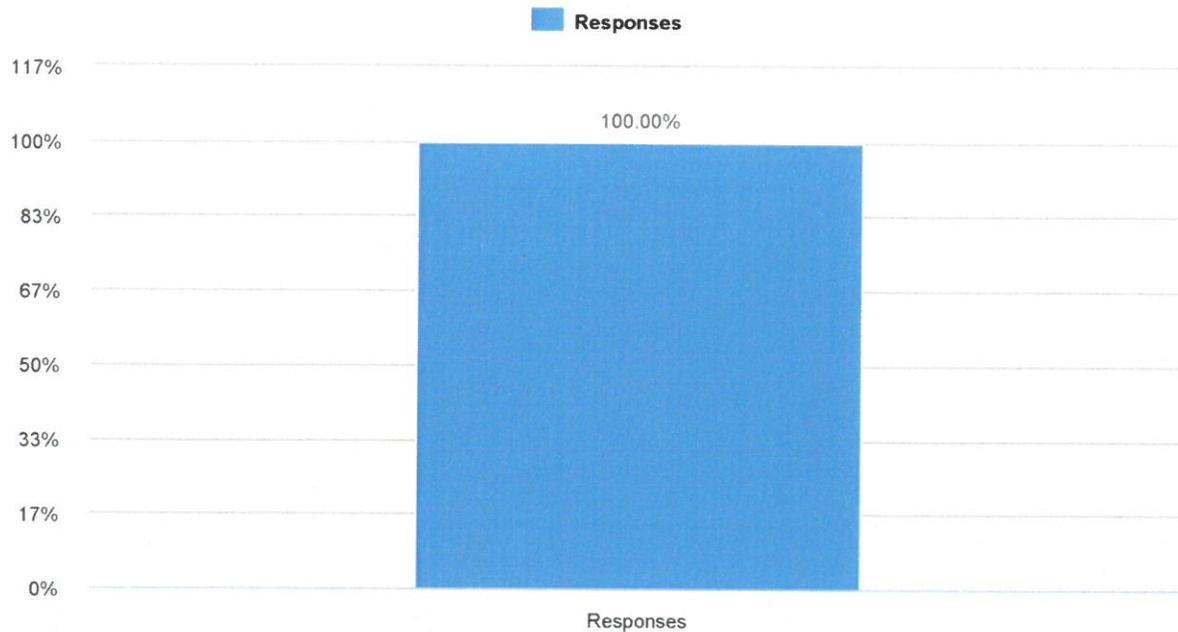
Additional Comments	
No.	Response Text
1	We have come to it grudgingly. Largely this has been a push from below.
2	inconsistent
3	We are working to improve.
4	We're really just starting to use it. The old dinosaurs at the top don't do well with change!
5	We have trouble using it during training
6	CFD uses a modified version. they are better than ICS



EMPLOYEE SURVEY WITH COMMENTS

Q57: Please provide any additional comments for the study (optional):

All Respondents



	Responses	Percentage
Total Responded to this question:	12	66.67%
Total who skipped this question:	6	33.33%
Total:	18	100%

Additional Comments

No.	Response Text
1	It would be really nice if we could wait for leadership to change, but I am afraid there is not the time, and the department will not be viable as a call department in 5 years. It will take some pretty creative out of the box thinking to bring about the changes needed to revitalize the department but it is worth trying, as the department can be a big asset to the character of the town. We have an opportunity to preserve a unique town asset.
2	Some members feel disenfranchised. Senior officers are not always understood by some members and decisions/policies are seen as arbitrary and sometimes negative.
3	Regarding Q #1: I am a Firefighter/EMT
4	The current upper management stance is us against them in relationship to the town boards, the PD, and the Dispatch Dept. That has to change for things to get better in my opinion. We need to get this radio mess straightened out pronto. Recruitment- particularly women as EMTs- needs to be done on a continual basis. The management succession plan needs to happen now- not when C1/C2 retire.
5	If the Chief and Deputy Chief do not work together to show more respect for the dedication of the rank and file members, this department will cease to exist as a call fire department.
6	I believe that senior administration is very dedicated and have department's best interest in mind. However, the focus has been too narrow and issues relating to morale, recruitment and retention have suffered as a result. Additionally, there is a level of stress to staying available during staffing shortages. I do think that the Department performs well with a high level of camaraderie among the members. This is what keeps most of us engaged with our service.
7	We have an aging department with a void coming in skill levels and leadership.
8	We are facing a knowledge and experience void with an aging department.
9	Overall its a pretty good place and we get the job done. It is time for the Chief and Deputy Chief to move on, they've done a good job but in the past couple of years things have gone downhill.
10	I don't know why I still do this. I would really like to outlast Flannery because I think the town could have a great on call department without him and I would like to be part of that team and help with rebuilding. I don't think I can hang in here for much longer.
11	I would be more than happy to speak further about my comments.
12	Robert E Dennison 978-407-6607 you can call for any clarifications you might need. I resigned/quite mid December 2015. At that time I was The senior Fifefighter, I was the senior Mechanic, Junior Driver Trainer, and the department first Fire Prevention Officer. I started with the department in 1974. Yes 40 years of service.

